



Dean, Library Services Position Profile

Central Washington University (CWU) invites expressions of interest, nominations and applications for the position of Dean, Library Services.

University Libraries

The Central Washington University (CWU) Brooks Library is located 100 miles southeast of Seattle, Washington, in Ellensburg, a rural, mountainous community. The Brooks Library serves as the largest publicly funded library in the region and the hub for informational and educational resources and community support to approximately 118,000 community members in the Columbia Basin, specifically the City of Ellensburg, the CWU students, and the neighboring communities of Roslyn, Thorp Mill, Kittitas, Cle Elum, and Yakima. The region is geographically isolated from cultural resources on the western side of the Cascade Mountains and the east side of Washington State in Spokane and CWU is viewed as one of the main sources for community support, informational and educational resources, and cultural events.

Serving as a campus hub for academic and creative life, the Brooks Library is committed to the communities it serves. Built in 1973, the third library in the University's history, the library continues to serve the institution's constituencies through quality service, access to resources, instructional support, undergraduate courses in the library and information science program, department connections through embedded librarianship, and a variety of innovative programs. Operated by a capable staff, library personnel is comprised of ten tenured or tenure-earning faculty members, three non-tenured faculty, 27 professional staff and 38 student employees. The Library is also supported by the Friends of the Library group that serves as an advocate for its services, programs, and resources.

Providing access to 1.3 million physical materials, in addition to electronic holdings, the main library and University Centers' branch libraries at Des Moines and Lynnwood maintain subscriptions to over 20,000 newspapers, magazines, and journals, as well as audio recordings in a variety of formats. Participating in resource-sharing through the Orbis Cascade Alliance, the library provides students access to more than 25 million information items.

The library staff strive to provide creative and extraordinary events and outreach to better serve its constituencies. A sampling of the many popular programs offered by the library include: *International Games Day*, *Friends of Brooks Library* yearly book sale; *Waffle Night* which invites students to destress during finals with free waffles and coffee; *Banned Book Week* presents discussions on the *Freedom to Read Statement*; *Poetry Nights* with readings by famous authors; educational lectures and film series.

Brooks Library supports the community by seeking out collaborative opportunities among small business owners and organizations throughout the area. Some organizations the library has partnered with include, Kittitas County Chamber of Commerce, Ellensburg Public Library, Kittitas County Genealogical Society, FISH Food Bank, CWU's Diversity Center, Kittitas County Historical Museum, and Roslyn Museum. Partnership between the Chamber of Commerce and the library has paved the way for new and exciting opportunities to serve the community and

has opened paths of communication to assess community programming needs. It has resulted in an increase in library staff involvement in Chamber events such as attendance at their monthly *Coffee Clubs* and *Business After Hours*.

The Brooks Library's primary source of revenue is from the general operating budget of Central Washington University. The main budget is \$4.6-\$5 million per year. This revenue figure is derived from state funding and tuition revenue. It is calculated by the University Business and Finance division using the Responsibility Centered Management model (RCM). The library was granted permission in 2017 to begin charging a fee in Academic Year 2018 of \$10 per term per student. This fee results in an additional \$300,000+ revenue which supplements the general operating funds. Secondary sources of revenue are from an active grant writing process, a growing donor pool, collection of fees, a small endowment, and Friends of the Library contributions. These ancillary sources of income do not feed the library's general fund but are used to provide additional and distinctive programming, special events, and staff development.

Open 100 hours a week when classes are in session, the physical space of the library includes smaller dedicated units within the main building. These units include the Music Library, Government Publications Library, the Archives and Special Collections, Periodicals Library, and the Academic and Research Commons (ARC).

Located on the first floor of the library, the ARC is a collaborative partnership between the Brooks Library, Learning Commons, and Information Services. The ARC offers research assistance and peer tutoring in a technologically interactive study space.

The Government Publications Services contains collections of government information resources published by the Government Printing Office (GPO) as well as Washington State government agencies. The Brooks Library is a selective regional federal depository library.

The Archives and Special Collections is the repository for official and unofficial records that document the history of the university. In addition to collecting and preserving university records, the CWUASC houses a multi-disciplinary collection focusing on the eight counties of central Washington State: Benton, Chelan, Douglas, Grant, Kittitas, Klickitat, Okanogan, and Yakima. Special attention is given to Native American populations of the region such as the Yakama and Klickitat, as well as to early exploration and pioneer settlement of the area.

The library continues to grow and serve its community in a variety of ways and has been recognized both regionally and nationally:

- 2016 Finalist for the National Medal for Museum and Library Service
- 2016 Recipient of NEA Big Read Grant
- 2017 Recipient of NEH Common Heritage Grant
- 2017 Recipient of the ACRL-Washington Award for Excellence
- 2018 Recipient of NEA Big Read Grant

For more information about CWU's University Libraries, please visit <http://www.lib.cwu.edu/>.

The University

Founded in 1891, Central Washington University is a public institution located in Ellensburg, just 100 miles east of Seattle. CWU is one of three state-supported comprehensive universities in Washington State. The University enrolls approximately 12,000 students and employs about 1,300 faculty and staff. Average class size is 25, with a faculty-student ratio of 18:1. With its robust focus on inclusivity and diversity, more than a third of first-year students were people of

color in fall 2017. CWU enrolls and graduates the largest percentage of Hispanic/Latino/a students of any public baccalaureate institution in the state. The University holds regional accreditation through the Northwest Commission on Colleges and Universities.

Excellence in teaching is the core of the University's mission, and faculty engage in scholarship, innovation, and creative activity to support teaching, to advance knowledge, and to provide outlets for creative expression. Externally sponsored grants and contracts funded during academic year 2016-17 totaled more than \$12.8 million. CWU faculty and alumni have received numerous honors and recognition, including national recognition for teaching in mathematics, physics, and the geological sciences. CWU's nationally recognized music department is the largest and most diverse on the West Coast.

The University has been very successful in adding and maintaining modern, state-of-the-art facilities, investing more than a quarter of a billion dollars in campus facilities over the past ten years. In recent years, campus construction and remodeling projects have included impressive science and music facilities, two large residence halls, and a new, spacious student union and recreation facility. In all, CWU's residential campus includes 56 academic and 32 auxiliary buildings on about 350 acres.

CWU plays a key role in the economic, educational and cultural vitality of the community and region, and is the largest employer in the county. The \$91-million payroll for this educated workforce supports retail, food, housing, and entertainment businesses. CWU camps, conferences, and events draw more than 50,000 people to restaurants, hotels, and retail businesses each year. In addition, the University provides instructional and library resources for the community and partners with other educational service providers to enrich access and opportunity to education for citizens of the region. Each year more than 350 dramatic and musical performances, art and museum exhibitions, lectures, and athletic events are open to campus and community members.

Position Summary

The Dean of Library Services leads in defining and communicating the role of the library within the larger academic context and as advocate, both inside and outside the university, for gaining the resources necessary to achieve the Library's mission and goals. The Dean is responsible for all areas of library administration including policy and program development, strategic and long-range planning, fiscal management, personnel supervision, integration of emerging technologies, and development of collaborative relationships.

The Dean reports to the Provost/Vice President for Academic and Student Life and maintains close working relationships with administrative and other personnel of the University, faculty, students, the local and statewide business communities, public agencies, and the general public. The Dean supervises an Associate Dean, administrative specialist, a paraprofessional at the CWU-Des Moines center, and a paraprofessional at the CWU-Lynnwood center. In addition, the Dean supervises the activities of the Department Chair. The Dean works within a participatory faculty governance structure, and fosters close working relationships with and among all constituents of the library, the University, as well as public agencies and the general public. The Dean provides innovative leadership in fund-raising and in positioning the library to respond successfully to the challenges and opportunities facing contemporary higher education.

Duties and Responsibilities

In their role as Dean, the successful placement will:

- Provide leadership to all employees and units of library services.
- Hire, supervise, evaluate, and uphold standards of performance for all library services employees.
- Foster a team environment among library faculty and staff that supports respect, collegiality, diversity, facilitation, and consensus
- Foster a high quality personnel performance by hiring, supervising and evaluating the performance of faculty and staff.
- Serve as a contributing member of Provost's Council.
- Initiate, plan, coordinate and evaluate library and information policies and programs for the achievement of library services' mission and objectives.
- Work with library faculty and staff to determine and implement tactical and strategic planning for the development and continuous improvement of library and information programs and services.
- Coordinate library plans and activities with the University's missions, visions, and strategic goals.
- Engage in continuous, collaborative problem-solving activities within the library and across the University.
- Maintain professional involvement and professional awareness through general research, study and professional literature and engagement with colleagues, appropriate professional bodies and consortia.
- Serve as advocate for library services and programs at CWU, including: fiscal, programmatic, and personnel needs.
- Plan and control expenditures within established budgetary constraints.
- Plan and implement external relations and development activities for the library, including collaborative partnerships as well as fund raising initiatives.
- Plan and monitor the use of funds held in the CWU Foundation in support of faculty development and other programmatic needs in the library.
- Serve as advocate, building goodwill and collaborative partnerships that promote the library and university.
- Actively participate with internal and external groups, consortia, and individuals to improve regional services and broaden support for University library services.
- Collaborate with University Advancement on active and strategic fundraising.
- Conduct outreach to various external constituencies and organizations including Friends of the Library, alumni, Ellensburg Public Library, Washington State Library and Washington State Regional Archives.

The Dean will administer the day-to-day operation of library services at CWU, including: overall programs, resources, and services; activities and services of all library units and functions; and long-range planning, policy development, fiscal management, employee supervision, and integration of emerging technologies.

Opportunities and Challenges

While CWU's University Libraries have established a strong reputation and relationship with campus and community constituencies, the next Dean will ensure that they continue to be visible and engaged contributors to all relevant campus and community discussions and initiatives. The new Dean will engage with a wide range of stakeholders both on- and off-campus and will serve as a champion for both the Libraries as well as the CWU community.

Moreover, the new Dean will be well-positioned to address the following opportunities and challenges:

- **Serving Diverse Library Users** – The successful placement will take the helm of an organization that plays a significant role not only in fulfilling the educational and research missions of the University, but also in providing educational and cultural opportunities to the larger surrounding community. The Dean will guide the University Libraries' efforts in addressing the needs of on-campus constituencies such as faculty and students as well as off-campus community members. This individual must appreciate the full spectrum of library user supported by the University Libraries and possess a commitment to enhancing programming and offerings for all.
- **Advocacy on Behalf of the University Libraries** – The Dean will serve as an advocate on behalf of the University Libraries, its staff, and its constituencies. As its champion, the Dean will provide visible leadership within the community in engaging stakeholders and showcasing existing programs and offerings while soliciting input on new programmatical opportunities. Furthermore, the Dean will be a passionate advocate amongst campus stakeholders and administrators in securing resources for investment in CWU's University Libraries.
- **Space and Facilities** – With student expectations and engagement vastly different from generations prior, finding creative ways to use, expand, and improve existing facilities will be crucial. Similar to other universities and colleges across the country, CWU's libraries are impacted by issues related to deferred maintenance. The new Dean must be prepared to address issues of space allocation, renovation, and the repurposing of the current University Libraries taking into account emerging technologies, trends in higher education, and the needs of university stakeholders.
- **Establishing and Enhancing Partnerships** – In addition to traditional library services, the Brooks Library is also home to other non-library entities including advising centers. The new Dean must work toward ensuring a harmonious, positive, and effective environment for all involved. It will also be important for the new Dean to establish new partnerships and leverage relationships for the benefit of faculty, staff, students, and community members.
- **Fundraising** – The Dean will play a key role in developing a long-range plan for financial stability for CWU's University Libraries and in doing so will be provided the opportunity to expand the Libraries' fundraising efforts. The Dean will partner with University Advancement professionals to increase philanthropic support from foundations, corporations, and individual donors.
- **Organizational Culture and Morale** – The new Dean will join a highly dedicated and motivated library staff that is deeply committed to serving all its users—on-campus and off. The new Dean must be able to maintain the positive environment that currently exists while continuing to challenge, motivate, and further develop library faculty and professional staff. Furthermore, the Dean must seek resources to support their work and forge strong administrative support in both the academic and administrative areas of the University.

- **Developing a Vision for the Future** – In developing a new, exciting vision for the future, the Dean must be a forward-thinking leader who will assess and recognize the existing strengths, areas of enhancement, and opportunities for innovation within the current library ecosystem. In their role, the Dean must inspire collaborative discussion and new ways of thinking about the Libraries' role on campus and within the community that will lead to transformational change. Moreover, the Dean will play a key role in successfully guiding university and community stakeholders through the process of translating ideas into actions, setting achievable goals, and maintaining accountability for reaching them.

Required Qualifications

The successful candidate will possess:

- An ALA accredited MLIS degree or its equivalent.
- Five years or more professional experience in increasingly responsible positions in academic libraries, including administrative responsibilities.
- A record of professional and scholarly activity sufficient for appointment at the rank of full professor of librarianship, in accordance with CWU's policies and faculty collective bargaining agreement.
- Proven fiscal management experience for operations, facilities, and personnel budgets; and experience developing a long-range plan for financial sustainability.
- Direct experience in strategic planning and personnel management.
- A demonstrated commitment to diversity, equity, and inclusion and to creating and sustaining a diverse and inclusive work and learning environment.
- The ability to work with a diverse group of faculty, students, administrators, staff and general public; ability and skill in team-building, fostering effective communication and collaboration across diverse departments.
- Effective oral, written, and interpersonal communication skills.
- Demonstrated innovative and creative thinking, strong problem-solving skills.
- A history of a strong commitment to the educational role of libraries in the 21st century.

Preferred Qualifications

- Earned doctorate or second Master's degree.
- Active participation in state, regional, and national library professional organizations.
- Experience working in a library consortial environment.
- Experience writing and administering grants for academic libraries.
- Experience with accreditation processes.
- Experience managing operations at centers across multiple locations.
- Familiarity with Responsibility Center Management/Activity-based Budgeting.
- Demonstrated commitment to fund-raising.
- Experience working in collective bargaining and shared governance environments.
- Familiarity with, and experience in the successful implementation of, emerging library and information technologies.
- Demonstrated evidence of previously bringing an academic library into the 21st century, developing a modern library whose resources and services are relevant to its students, faculty, and staff.
- Leadership experience in attracting and retaining faculty from under-represented social and/or economic groups.

- Leadership experience at attracting and retaining students from under-represented social and/or economic groups.

Application Process

The Search Committee will begin reviewing applications immediately and continue to accept applications and nominations until the position is filled. Applicants must submit: a current resume or curriculum vitae and a cover letter describing relevant experience and interest in the position. Nomination letters should include the name, position, address and telephone number of the nominee. All applications and nominations will be handled in confidence.

Applications and letters of nomination should be submitted by email to:



Alberto Pimentel, Managing Partner
Email: apsearch@storbeckpimentel.com
Refer to code "CWU-Library" in the subject line

Storbeck/Pimentel & Associates
6512 Painter Avenue
Whittier, CA 90601

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