

THE CLAREMONT COLLEGES

The A.J. McFadden Dean of The Claremont Colleges Library

The Claremont Colleges invite nominations, expressions of interest, and applications for the position of the A.J. McFadden Dean of The Claremont Colleges Library. The Dean will provide innovative leadership and a forward-thinking approach for positioning the Library to respond successfully to the challenges and opportunities impacting The Claremont Colleges.

The Claremont Colleges

The Claremont Colleges is a consortium of five undergraduate liberal arts colleges and two graduate institutions, with shared institutional support provided by The Claremont Colleges Services. The undergraduate colleges include Claremont McKenna College, Harvey Mudd College, Pitzer College, Pomona College, and Scripps College. The graduate institutions include Claremont Graduate University and Keck Graduate Institute. Each academic institution has its own campus, students, faculty, administration, and distinctive mission. Undergraduate students can register for courses throughout the consortium, with more than 2,000 courses offered each year. Six of the seven campuses are contiguous, with the seventh being only a short distance from the others. The seven institutions feature rigorous curricula, small classes, distinguished professors, and personalized instruction; the residential college community provides intensive interaction between students and faculty. With 7,700 students and 3,600 faculty and staff located on more than 560 acres of land, the consortium supports a wide variety of intellectual, cultural, and social activities. For more information about The Claremont Colleges, please visit <http://www.claremont.edu/>.

The Claremont Colleges Services

Established in 1925, The Claremont Colleges Services is a nationally recognized model for providing shared services that meet the needs of the students, faculty, and staff of the Claremont Colleges. The thirty-three shared programs and services include academic services, student services, and institutional services. Primary funding for the services comes from The Claremont Colleges and is based on formulas that utilize a combination of student and/or faculty FTE and usage of the service per institution. Funds for the Library are supplemented by The Claremont Colleges Services endowments, college endowments restricted to the Library, and grant funds. The Claremont Colleges Services provides human resources and information technology support for the Library. For more information about The Claremont Colleges Services, please visit <https://services.claremont.edu/>.

History of The Claremont Colleges Library

The Claremont Colleges Library is an academic unit of The Claremont Colleges Services, and its roots date back to the founding of the consortium. In the mid-1920s, President James A. Blaisdell of Pomona College proposed his “Group Plan” and stated, “My own very deep hope is that...we might have a group of institutions divided into small colleges—somewhat on the Oxford type—around a library and other utilities which they would use in common.” In 1946, Willis Kerr, Librarian for Pomona College’s Carnegie Library, presented a plan to the consortium for a single library of the type first envisioned by President Blaisdell twenty years earlier. In the plan, Kerr laid out the advantages of the centralization of collections and services, and Pomona College’s Board of Trustees joined with the Board of Fellows of Claremont College to approve the new model. Honnold Library, “a university-type library of great distinction,” was dedicated on October 23, 1952.

When Honnold opened its doors, it contained 297,000 volumes. Today the Library's collections include more than 2,000,000 items, including print, manuscript, digitized, and born-digital sources. The Library building itself has been expanded three times. In 1956, a South Wing was added to the original Honnold building to gain much-needed collection and study space. Seeley W. Mudd Library, joined to Honnold by a pedestrian bridge, was dedicated in September 1970, again increasing book stacks and study space. In 1987, an addition was constructed to unite the Honnold and Mudd buildings, and a seven-level multi-tier stack was added inside the Mudd building. These additions created the current Honnold/Mudd Library of the Claremont Colleges, a 353-foot long complex joining old and new.

Honnold/Mudd was never the only library at The Claremont Colleges. Denison Library at Scripps College was founded in 1931. Two science libraries were established later: the Norman F. Sprague Library at Harvey Mudd College (1972) and the Seeley G. Mudd Science Library at Pomona College (1983). These libraries reflected the institutions of which they were a part: the Denison collections focused on the humanities and arts; Sprague on engineering, chemistry, computer science, mathematics, and physics; and Mudd on the natural sciences.

In 1971, The Claremont Colleges agreed to further centralize the library system, bringing the management of the libraries under one administration as The Libraries of the Claremont Colleges. The purpose of this organization was to "provide and maintain library facilities and services capable of supporting instructional and research programs such as are found in universities of comparable size and scope."

In 2009, the Presidents and the CEO of Claremont University Consortium, the predecessor to The Claremont Colleges Services, revisited the 1971 agreement and closed the two science libraries. Their collections were transferred to Honnold/Mudd and to an off-site storage facility, and the buildings were repurposed by their respective colleges. In 2010, governance of Denison Library reverted to Scripps College: Denison's circulating materials moved to Honnold/Mudd, while Scripps-owned special collections were retained in Denison. The central library became known as The Claremont Colleges Library.

In 2012, the Council of The Claremont Colleges (consisting of the Presidents of the seven colleges and the CEO of The Claremont Colleges Services) approved a "Joint Governance Agreement" that featured a reporting relationship tying the Library to the academic programs through a "lead college" model. That agreement was subsequently amended in 2013 and 2016. After six years of the Joint Governance Agreement, the Academic Deans Committee recommended and the Council agreed to substantively revise governance of the Library and dissolve the Joint Governance Committee. This new Agreement was approved by the Council in February 2019.

Throughout its history, the Library has served as a leader for higher-education consortia. It was, for instance, instrumental in the creation of the Statewide California Electronic Library Consortium, as well as in other consortia for the rapid delivery of library-loan items. The Library has long been forward-looking technologically, as evidenced by such initiatives as the Claremont Colleges Digital Library, the incorporation of a Geographical Information Systems staff member and lab, and web-based research support for students. And the Library has been trendsetting in its creation of a robust Information Literacy Instruction Program that links faculty and students with teaching librarians who provide customized instruction based on mutually agreed-upon learning outcomes.

Overview of The Claremont Colleges Library

The Claremont Colleges Library supports the seven Claremont Colleges and is organized into five divisions plus the Dean's Office. These divisions, described below, are each led by a Director. A sixth Director, who is part of the Dean's Office, is responsible for Organizational Planning and Assessment. The Directors work collaboratively with the Dean to plan for and deliver library services to the community.

Collections and Technical Services provides leadership in the Library's collection strategy and materials-budget management. The division librarians and staff perform duties related to selecting, assessing, acquiring, and making discoverable and accessible information resources in all formats for The Claremont Colleges user community.

Digital Strategies and Scholarship collaboratively leads the library's digital strategies—from systems and technology to digital scholarly literacies and outputs, in support of the evolving nature of research, teaching, and learning at the Claremont Colleges. The division enables connected, fully developed library technologies and digital scholarship platforms and programs that are accessible, inclusive, and learner-centered, and it offers students, faculty and staff training in digital scholarship platforms and data services, as well as consultations on data-intensive research and teaching activities.

Research, Teaching, and Learning Services partner with faculty and staff across The Claremont Colleges to empower students to become confident, critical, and collaborative information users and creators. The division librarians are committed to providing learner-centered and customized information-literacy instruction aimed at developing information literacy within the evolving scholarly communication landscape. Teaching and subject librarians also provide research assignment consultations with faculty, research appointments, virtual reference services, workshops, outreach to the colleges and academic departments, and collection development that supports curricula and the research interests of faculty and students.

Special Collections and Libraries comprises two library units, Special Collections and the Asian Library, that collect, preserve, and make available collections that span more than 900 years of human history. Holdings total 200,000 books dating from the 10th century to the present and cover a broad range of subjects, including literature, history, science, politics, religion, and the arts. Special Collections also holds archives of The Claremont Colleges, and the Asian Library acquires current print and digital materials in Chinese, Japanese, and Korean to support Asian Studies at The Claremont Colleges. Staff members provide a full array of research support and instruction services to the students, faculty, and staff of The Claremont Colleges and the wider scholarly community. The Claremont Center for Engagement with Primary Sources, a program created by Special Collections, provides hands-on, semester-long projects with special collections for selected undergraduate and graduate students.

User Services and Resource Sharing provides a seamless, user-centered experience to patrons both within the Library and virtually. Division-driven programs include Resource Sharing through interlibrary loans to provide increased access to resources for students, faculty, and staff of The Claremont Colleges, and Course Readings, which provides access for students to books assigned by faculty each semester. User experience is central to this division and guides practices around web design, user access, collection maintenance, space management, and more.

The Claremont Colleges Library – Statistical Overview

Staff	FTE
Librarians	24.0
Other Professional Staff	2.5
All other Staff except Part-time temporary	29.75
Part-time temporary Staff (Student Assistants)	14.8
<i>Total</i>	<i>71.05</i>
Collections (as of 06/2017)	
	Titles
Analog books	995,122
Analog serials	22,335
Analog media	30,423
<i>Total analog titles</i>	<i>1,047,880</i>
Digital books	881,347
Digital serials	133,046
Digital media	91,223
Databases	404
<i>Total digital titles</i>	<i>1,106,020</i>
Budget (2018/2019)	
Salaries, Wages and Benefits	\$5,087,106
Operating Expense	\$313,236
Library Materials (formula funds only)	\$4,589,173
Selected Usage/Other Statistics (2016/2017)	
Physical items circulated	57,557
Reference transactions	2,054
Reference consultations	580
Presentations to groups	462
Total attendance at presentations	8,369
ILL loans and documents to other libraries	12,193
ILL loans and documents received	21,059
Items uploaded to the IR	3,056
Item usage from the IR	836,756

Collections, services, and staff are housed in the Honnold/Mudd Library, which is centrally located within The Claremont Colleges. (The Library contracts with an off-site book storage facility for low-use materials.) The Library houses three consortial initiatives: the Center for Teaching and Learning, the Office of Consortial Academic Collaboration, and EnviroLab Asia. Digital Humanities at The Claremont Colleges, a project funded by the Mellon Foundation, is also located in the Library. The Library is a member of several organizations that help expand access to resources for the community. These include the Statewide California Electronic Library Consortium, the Center for Research Libraries, the Greater Western Library Alliance, the Coalition for Networked Information, SPARC, and the Oberlin Group. Librarians and staff are active professionally and contribute to the profession through committee service, publications,

and other activities. Because The Claremont Colleges Library serves seven distinct institutions, librarians and staff are also active in single-campus initiatives and intercollegiate committees and programs. The Library works actively to update its spaces for students and faculty members. For instance, in 2017 the Library, in partnership with the Center for Teaching and Learning and the Digital Humanities program, received a Steelcase Active Learning Center Award for \$65,000, along with design and instructional services support from Steelcase, to transform an existing classroom into a space that promotes inclusive pedagogy, teaching with primary source materials, and furthering digital scholarship.

The Library has a robust Student Assistant Program that employs seventy students working across every division. In addition to their core work of helping users, shelving books, digitizing materials, preserving Special Collections items, copy cataloging, and assisting librarians, student employees of the Library also have the opportunity to develop skills and experience by serving on teams and committees, and by attending professional development workshops on a variety of topics.

The Claremont Colleges maintain several smaller libraries that are funded and administered separately from The Claremont Colleges Library. They include the Bates Aeronautics Collection at Harvey Mudd College and the Pacific Basin Institute library at Pomona College. Rancho Santa Ana Botanic Garden, an affiliate of The Claremont Colleges, also funds and operates a library which includes items on loan from The Claremont Colleges. Items from these libraries appear along with those from The Claremont Colleges Library in a common online catalog on OCLC's Worldshare Management Services (WMS). For more information about The Claremont Colleges Library, please visit <https://library.claremont.edu/>.

Library Governance and Advisory Groups

As of February 2019, governance of the Library is established in the "Agreement Regarding the Claremont Colleges Library," which designates a "lead college" for the Library. The lead college is currently Pomona, but over time that responsibility may rotate to another consorcial institution. Under this agreement, the Dean has a dual-reporting structure: to the chief academic officer of the lead college, who advises on and oversees strategy; and to the CEO of The Claremont Colleges Services, who oversees operational issues. In addition to the formal reporting structure, the Dean maintains close working relationships with the chief academic officer of each of the colleges and with the senior leadership of The Claremont Colleges Services. The Dean also builds and fosters relationships with the senior leadership teams at the colleges, as well as with faculty, staff, and students.

The Faculty Library Advisory Committee serves under the charge of the Academic Deans Committee to provide input and feedback regarding the current and future activities of The Claremont Colleges Library. The Committee provides guidance to the Library on faculty and student research, teaching, and learning needs, and it seeks to strengthen relationships, collaboration, and communication between the Library and the faculty of The Claremont Colleges.

The Board of Student Stakeholders is a committee of Claremont Colleges students who meet monthly to provide input on library services, policies, collections, spaces, programming, and technology. Members of the committee provide feedback on current library initiatives and serve as ambassadors and advocates for the Library across The Claremont Colleges. They work together every year to complete a \$3,000 library improvement project of their choice.

To serve the information needs and knowledge development of students and faculty members, The Claremont Colleges affirm their support for the Library as a central academic resource. The members of the consortium have agreed to provide and maintain facilities and services comparable to those found in universities of similar size and scope of instruction and research. The members also aspire to foster a library program capable of helping to bind the academic programs of The Claremont Colleges together through shared access to the scholarly record and sophisticated support of dynamic, interdisciplinary intellectual inquiry.

In 2015, the Council of the Claremont Colleges approved a plan called “Strategic Initiatives of The Claremont Colleges Library, 2016–2020.” This plan was developed by the Library leadership team with participation from librarians and staff. In summer 2018, the leadership team assessed progress on the initiatives and determined that over half of them had been accomplished or operationalized; about a quarter had been canceled; and about a quarter were still strategic and of value to the organization. From those deemed still strategic, the leadership team created a Library Strategy Map of priorities for 2019. As working documents for the Library, the plan, the strategic initiatives document, and the strategy map are not on the public website, but they are available upon request.

In 2016, the Library participated in a master-planning process intended to complement the “Strategic Initiatives” plan and transform many of the Library’s current physical facilities. While this exercise did not result in a facilities plan approved by the Council of the Claremont Colleges, it did produce an aspirational document that has contributed to significant improvements to the Library: over the last three-and-a-half years, the Library has undertaken \$2,500,000 worth of facilities projects. As a working document, the master plan is not available on the public website, but it is available on request.

The Dean of the Library

The Dean of The Claremont Colleges Library serves as a leader and an engaged advocate committed to supporting the material and programmatic needs of the Library’s many stakeholders. The Dean is responsible for all areas of library administration, including managing the resources necessary to achieve the Library’s mission and goals, policy and program development, strategic and long-range planning, fiscal management, personnel supervision, integration of emerging technologies, and the development of collaborative relationships.

As Dean, the successful placement will:

- Provide leadership to all employees and units within the Library;
- Hire, supervise, evaluate, and uphold standards of performance for all library employees;
- Foster a team environment among library staff that values transparency, respect, collegiality, and diversity;
- Initiate, plan, coordinate, and evaluate library policies and programs for the achievement of the Library’s mission and objectives;
- Work with library staff, the lead Dean, and the CEO of The Claremont Colleges Services to determine and implement tactical and strategic planning for the development and continuous improvement of Library programs and services;

- Coordinate Library plans and activities with The Claremont Colleges' missions, visions, and strategic goals in mind, and in coordination with senior leadership of The Claremont Colleges Services;
- Engage in continuous, collaborative problem-solving activities within the Library, The Claremont Colleges, and The Claremont Colleges Services;
- Maintain professional involvement and professional awareness through familiarity with the professional literature and engagement with colleagues, appropriate professional bodies, and consortia;
- Serve as advocate for library services and programs within The Claremont Colleges, including fiscal, programmatic, and personnel needs;
- Build goodwill and collaborative partnerships that promote the Library within The Claremont Colleges community, including serving as an ex officio member of the Academic Deans Committee and the Information Technology Steering Committee;
- Help build a strategic vision for the Library befitting the unique consortial partnership of The Claremont Colleges.

Opportunities and Challenges

The Claremont Colleges Library enjoys a strong reputation and relationship with each of the seven colleges and the students they serve. The new Dean will be a champion for both the Library and its constituents and will be well-positioned to address the following opportunities and challenges:

- **Developing a Vision for the Future** — The Claremont Colleges Library's next Dean must be a forward-thinking leader who will possess a knowledge of the current trends affecting academic libraries and higher education at large. The successful placement must collaborate with The Claremont Colleges in incorporating best practices and pursuing new, innovative trends appropriate to The Claremont Colleges environment.
- **Serving Diverse Library Users** — The Dean will direct an organization that is essential to fulfilling The Claremont Colleges' diverse academic needs. The Dean will lead the Library's work in successfully addressing the needs of its stakeholders and identifying opportunities for enhancing the services and offerings provided by the Library. The successful placement must have an appreciation for the wide variety of users supported by the Library and demonstrate a passion for supporting their work.
- **Enhancing Communication and Improving Services** — In leading a central organization that supports The Claremont Colleges, the Dean must be willing to invest the time necessary to develop relationships with each of the seven institutions to better understand their unique needs and issues. The new Dean must be an active listener and collaborator who will leverage the Library's resources and expertise on behalf of all faculty, staff, and students across The Claremont Colleges.
- **Advocating for The Claremont Colleges Library** — The Dean will serve as the Library's chief advocate and must be a visible leader who will persuasively articulate the Library's needs in order to secure resources and support for the Library and its programs.
- **Promoting Professional Development and Participation** — The Dean must be an inclusive and collegial leader committed to fostering a positive work environment that invites participation by Library staff and encourages their further professional development. The Dean will play a key role in motivating and facilitating the continued development of the Library's professional staff through the use of budgeted funds for professional development and by seeking external opportunities to support staff work and advancement.

Required Qualifications

The successful candidate will:

- Have an MLS or MLIS from an ALA-accredited institution;
- Possess substantial leadership experience and a history of increasingly responsible administrative positions, including the management of librarians and staff in an academic library;
- Be committed to diversity, equity, and inclusion and to creating and sustaining a diverse and inclusive work and learning environment;
- Demonstrate effective budget management skills and experience;
- Have the ability to develop with consortial colleagues a distinct and compelling case for supporting the Library, both from within The Claremont Colleges and through external grant funding and gifts-in-kind;
- Be a strong, effective, and collaborative communicator who supports a thriving and diverse scholarly community;
- Exhibit experience with effective assessment for continuous improvement;
- Be highly conversant in current trends in scholarly communication, open access, research support, and information technology;
- Have a record of successfully implementing strategic programs to achieve institutional planning goals;
- Possess a strong understanding of the Library's role as an educational partner within the consortium, a dedication to the Library's instructional mission, and a commitment to shared decision making.

Preferred Qualifications

- An earned doctorate degree;
- Experience working in a consortial environment;
- Experience writing and administering grants for academic libraries;
- Experience with accreditation processes.

Application Process

The Search Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Applicants must submit a current curriculum vitae and a letter of interest describing relevant experience. Submission of materials via e-mail is strongly encouraged. Nomination letters should include the name, position, address and telephone number of the nominee. All nominations and applications will be handled in confidence.

Applications and letters of nomination should be submitted to:



Alberto Pimentel, Managing Partner
Will Gates, Partner

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Refer to "Claremont-Library" in subject line