Dean of Libraries
Georgia Institute of Technology
Atlanta, GA

Georgia Tech seeks an accomplished and innovative leader to serve as Dean of Libraries. The next Dean will lead the continuing evolution of the physical spaces and library services as the Library responds to the changing research, teaching, and learning needs of the Georgia Tech scholarly community. Its vision is to redefine the technological research library of the 21st century.

Georgia Tech is one of the leading research universities in the country. Currently ranked #5 among national public universities by US News and World Report, Georgia Tech provides a technologically focused education to more than 36,650 undergraduate and graduate students in fields ranging from engineering, computing, and sciences, to business, design, and liberal arts.

In 2016, the Georgia Tech Library launched Library Next, a bold, innovative initiative to re-imagine the Library’s spaces and services. Nearly all of the 1.8 million-volume physical collection was moved into preservation-quality storage at the Library Service Center, a $26-million facility built through a public-private partnership with Emory University. The first phase of Library Next opened in January 2019 with the renovation of Crosland Tower, which now features eight stories of archives, classroom, study, and studio space for Georgia Tech’s students, faculty, and staff. Crosland includes spaces and technology for data visualization, high-performance computing, multimedia studies, collaboration, and iterative design. The adjoining Price Gilbert Library is currently undergoing renovation that will be completed in Summer 2020. When finished, both buildings will more than double seating capacity in the Library. With work complete on the physical spaces, the Library will be ready for the planning of the next stage of revitalization.

In addition to providing leadership for this next phase, the Dean will provide strategic and operational leadership for emerging information technologies, collections, services, budget, personnel and physical environment for the Library, the Library Service Center, and oversight of the Clough Undergraduate Learning Commons space. The Dean reports to the Provost and oversees approximately 90 library faculty and staff members and, by proxy, hundreds of student workers. The Dean represents the Library in meetings of the deans and provosts’ direct reports and is the external face of the Library both on campus as well as in collaborating at the state, regional, and national level—including the University System of Georgia, the Association of Research Libraries, and the Association of Southeastern Research Libraries.

The successful candidate will bring to this role significant and progressive leadership experience in a comprehensive research library; a clear understanding of the major challenges facing research university libraries in a time of complex and extended transition; strong management and budgetary skills; the ability to develop and maintain collaborative partnerships across campus
and to engage, influence, and facilitate synergies with the Library’s external constituents; an advanced understanding of digital technology trends and their impact on information management infrastructure; a demonstrated commitment to developing a diverse workforce and to advancing diversity goals; and proven experience or potential for success in fundraising, donor cultivation, and public relations. Academic credentials appropriate to the leadership of a modern research-intensive library—a doctorate or equivalent terminal degree—is desirable.

Georgia Tech has retained Isaacson, Miller, a national executive search firm, to assist in this recruitment. All applications, inquiries, and nominations should be directed to the search firm as indicated at the end of this document.

GEORGIA INSTITUTE OF TECHNOLOGY

Technological change is fundamental to the advancement of the human condition. The Georgia Tech community—students, staff, faculty, and alumni—will realize our motto of "Progress and Service" through effectiveness and innovation in teaching and learning, our research advances, and entrepreneurship in all sectors of society. We will be leaders in improving the human condition in Georgia, the United States, and around the globe.

Georgia Tech Mission Statement

Founded in 1885 as the Georgia School of Technology as part of the Reconstruction effort to help build an industrial economy in the post Civil War South, Georgia Tech has grown from offering one degree in mechanical engineering to a top tier R1, AAU university. Today, Georgia Tech graduates more engineers than any other university in the country. Its enrollment for the 2019-2020 academic year is 36,656, comprised of 16,161 undergraduates and 20,495 postgraduates. It is part of the University System of Georgia and has instructional centers in Savannah, Georgia; Metz, France; and Shenzhen, China.

Georgia Tech is ranked 4th among Most Innovative Schools and 5th among Top Public Schools according to U.S. News & World Report Best Colleges rankings of public universities in the nation. All 10 of its engineering programs are ranked within their top 4 in Best Undergraduate Engineering Programs. Programs in all colleges—Design, Sciences, Business, Liberal Arts, Computing and Engineering—are very highly ranked.

Georgia Tech is one of the South’s largest industrial and engineering research drivers. In 2019, its research expenditures were $978M. Core research areas include Bioengineering and Bioscience, Data Engineering and Science, Electronics and Nanotechnology, Energy and Sustainable Infrastructure, Manufacturing, Trade and Logistics, Materials, National Security, People and Technology, Public Service, Leadership and Policy, Renewable Bioproducts, and Robotics and Systems.

Georgia Tech is also one of the main drivers of economic development in the State of Georgia and Atlanta. Technology Square, the center of business development in Atlanta, is a mixed used development of Georgia Tech that brings together the private sector and academia.

In 2018, Georgia Tech released Deliberate Innovation, Lifetime Education, a report based on input and recommendations from the Commission on Creating the Next in Education, an Institute-wide commission of more than 50 faculty, staff, and students. Using the year 2040 as a long-term vantage point, the Commission explored and evaluated innovative approaches to higher education and addressed issues facing current and future students. The group was also tasked
with making recommendations on alternative educational models that reduce costs, improve the effectiveness of current methodologies, and increase opportunities and accessibility to serve the needs of the next generation and beyond. The report outlines five initiatives (whole person education, new products and services, advising for a new era, artificial intelligence and personalization, and a distributed worldwide presence) that are conceived as research programs that will be launched upon completion of the Commission’s work.

LEADERSHIP

On September 1, 2019, Dr. Ángel Cabrera became President of Georgia Tech. Formerly president of George Mason University, Dr. Cabrera is a Georgia Tech alumnus.

Dr. Rafael L. Bras is the Provost and Executive Vice President for Academic Affairs. Dr. Bras is a professor in the School of Civil and Environmental Engineering and in the School of Earth and Atmospheric Sciences.

THE GEORGIA TECH LIBRARY

The Georgia Tech Library has a long history of excellence and innovation among academic research libraries. In 2007, the Library won the Association of College and Research Libraries Excellence in University Libraries Award. Today, it inspires students, faculty, and staff to create their best work through innovative digital and physical environments, curated scholarly content, outstanding services, and information expertise.

The Library features more than 1.8 million items in its circulating collection, including books, e-books, music, and movies. The majority of this physical collection is housed at the Library Service Center in partnership with Emory University, giving students, faculty, and staff access to their multi-million volume collection. Online resources are used most heavily, averaging more than four million downloads a year from more than 85,000 journals covering virtually every conceivable topic of scholarship.

The Library provides computer hardware and software geared to the needs of students, including a multimedia studio, data visualization lab, equipment lending service, and computers specifically set up for group study. The Library’s digital initiatives include the institutional repository, SMARTech, which captures, stores, indexes, preserves, and redistributes in digital form the intellectual output of the Institute’s students, faculty, and researchers.

Price Gilbert Library and Crosland Tower

Ground was broken for the Price Gilbert Memorial Library on July 5, 1951. The Graduate Addition to the library was opened in 1968 and was later renamed Crosland Tower in 1985. In 2016, a large-scale renovation project began in Crosland to remove most of the stacks and open up the space for student seating and work areas. The Crosland project was finished prior to the start of the Spring 2019 semester. Following its opening, a renovation project began on the Price Gilbert Memorial Library that is expected to be completed in the Summer of 2020. The two renovations will double the seating capacity in the library, from the current 1,250 seats in the buildings to 2,360.
Clough Undergraduate Learning Commons

The five-story, 222,000-square-foot Clough Undergraduate Learning Commons includes classrooms, labs, academic services, and student commons areas that is integrated to and is managed by the Library. Named in honor of former Institute President G. Wayne Clough, it opened in 2011, and it serves as an interdisciplinary facility to encourage collaboration and technologically enhanced teaching and learning.

Library Service Center (LSC)

Nearly all of Georgia Tech’s physical collection is housed at the LSC, freeing up valuable space in the Price Gilbert Library and Crosland buildings for student and faculty use. Students, faculty, and staff from both Emory and Georgia Tech are able to use the LSC, which is run by a nonprofit organization funded by the two universities.

THE DEAN OF LIBRARIES

The Dean is responsible for the leadership and administration of the Georgia Tech Library and the Clough Undergraduate Learning Commons, overseeing their innovation and development in the areas of user services, collections, and resources; management and infrastructure; cooperative initiatives and outreach; and support and funding. The Dean will articulate a clear vision for the role of the academic research library, develop and implement the Library’s strategic plan, and represent the Library across campus and to external audiences. The Dean will be engaged in development opportunities and expanding donor support. The Dean will represent Georgia Tech in regional, national, and international forums relating to academic libraries and their development.

The Dean of Libraries reports to the Provost of Georgia Tech. The current organizational chart for the Library can be found at [GeorgiaTechLibraryOrgChart](#).

Key opportunities and challenges for the next Dean follow:

Providing strategic leadership for the Library

With the Library Next initiative nearing completion, the table is set for the Dean of Libraries to lead the formulation of the next phase of the Library’s growth. With the physical space renovation nearing completion, the next target goal will include developing, refining and strengthening the services the Library provides to its users. The new Dean will lead the development of a strategic plan for this next phase, seeking input from library faculty and staff and the Library’s user groups.

The new Dean will also anticipate change and be eager to lead, experiment, guide, and champion the Library. The role requires a person who is highly attuned to developments and new capabilities in technology and responsive to user preferences. The Dean will guide the continuing evolution and adoption of technology while preserving access to print materials. The Dean will build consensus toward critical choices and exercise leadership in allocating resources.

Developing, managing, and inspiring a strong, service-oriented staff

The success of the Library is due in large part to the strength of the library faculty and staff over many years, a faculty and staff that is committed to providing the highest level of service possible. The Dean will ensure that the Library faculty and staff are deployed to best advantage and that, as positions become vacant, new hiring is done in a thoughtful, strategic way. The Dean will guide
professional growth and development and define and implement programs to mentor and retain faculty and staff. This is especially important given the growing level of expertise required by both faculty and staff in our increasingly technology-focused environment. The Dean will extend an already well-established culture of service, leading an enthusiastic library staff in the direction of a shared and well-articulated vision of the future.

The Dean will foster a culture of transparency and cooperation within the Library, promoting open communication and inclusive decision-making across all levels of the library organization. The Dean will address the increasing level of expertise required for librarians and support professional development that advances technical skills, responds to emerging needs, and empowers members across the organization to innovate and learn from one another.

**Leveraging, managing and augmenting the Library’s resources**

The Library has a substantial budget to be managed strategically and wisely. The creative leveraging of resources will be an ongoing leadership challenge for the Dean, whether in hiring new faculty and staff, maintaining and improving collections and other services, or launching special projects that add to the Library’s capabilities. Keeping pace with continuing price escalations in publishing, with requirements for a powerful technical base, and with needs for advanced human skills to maintain a complex information environment all add to demands on resources. The Dean will continually make strategic decisions to more effectively deploy existing resources, negotiate costs and steward mutually beneficial partnerships with publishers and other partners. The Dean will also develop opportunities for individual giving and grant possibilities to supplement its funding.

**Advocating for, promoting, and representing the Library**

The Dean will be the public face and voice of the Library, so therefore must be an energetic and staunch advocate for the Library on all matters, from budget and staffing to positioning for involvement and best advantage in university-wide initiatives. As the leading advocate for the Library at all levels, the Dean will enhance its reputation and visibility, clearly articulating its vital role in supporting students and faculty as they navigate the information resources available to them on campus. The Dean will consistently, clearly, and warmly make the case for the Library in university forums. As a public presence for the Library, the Dean will play an important role in the Georgia Tech community.

The Dean will also effectively represent the Georgia Tech Library beyond the bounds of the campus. The Library plays an extremely important role in a variety of state, national, and international consortia and organizations; it is vital that the new Dean continue this active presence and engagement externally. The Dean will be very involved in existing and future partnerships, consortia, and organizations, in service to the field of librarianship and will foster this participation among the Library faculty and staff.

**Valuing and advancing diversity and inclusion efforts**

Georgia Tech aspires to be an Institute that pursues excellence and embraces and leverages diversity in all its forms. It has one of the most diverse student bodies in the nation and seeks to ever increase diversity among its students, faculty, and staff--ever expanding their wide variety of backgrounds, perspectives, interests, and talents. The Dean will look to increase diversity and inclusion efforts and strive for continued success in building an inclusive organization. An important aspect of DEI efforts includes making the Library a welcoming and accepting place for all; the Dean will foster that type of culture throughout the Library.
**Overseeing the adoption and implementation of emerging information technologies within the Library**

As technology evolves, it is critical that the Georgia Tech Library keep up to date with technologies that will improve users’ access to information. The Dean is responsible for oversight of library technology, of what is possible and what might be possible. The Dean is also a leader on campus in matters related to copyright, scholarly communication, and research.

**QUALIFICATIONS**

This position represents an outstanding opportunity for an experienced leader with a history of decisive and innovative leadership—including managing human, financial, and physical resources. Candidates should have distinguished scholarly achievement and professional standing and will possess most if not all of the following qualities and characteristics:

- Clear understanding of the major challenges facing research university libraries and their users in a time of complex and extended transition and the ability to engage campus, regional, and national groups in meaningful discussions of these issues;
- Inspired direction and vision toward the achievement of a major research library’s central mission of delivering high quality content and responsive services in support of world-class research, teaching, and learning;
- Strong leadership skills, including the ability to engage with staff, faculty, campus partners, and external stakeholders in a compelling and meaningful way, establishing expectations and maintaining accountabilities;
- The presence and stature required to be a true ambassador of the Library—both on campus and beyond—and to establish the Library as a thought leader among academic libraries, including both the ability to develop and maintain collaborative partnerships across campus through effective communication and outreach as well as the capability to engage, influence, and facilitate synergies with the Library’s external constituents, including state and regional consortiums and national organizations;
- An understanding of technology trends and their impact on information management infrastructure and the Library’s ability to provide collections and services;
- A commitment to innovation, faculty engagement, customer service, and professional development for all staff;
- Demonstrated commitment to developing a diverse workforce and to advancing diversity and inclusion goals as framed by the Institute’s strategic plan;
- Transparency in decision making, utilizing open and collaborative leadership skills;
- Strong communication skills, including an open and clear communication style and the ability to have courageous conversations;
- Ethical behavior and decision making that embodies the values of integrity, respect, community, accountability, and adaptability.
- Proven experience or potential for success in fundraising, donor cultivation, and public relations;
- Academic credentials appropriate to the leadership of a modern research-intensive library.
APPLICATION PROCEDURE

Confidential review of applications and nominations will continue until an appointment is made. Applications, nominations, and inquiries should be directed electronically in confidence to

Gale Merseth, Partner
Beverly Brady, Principal
Isaacson, Miller
263 Summer Street
Boston, MA 02210
http://www.imsearch.com/7220

Georgia Tech is an equal education/employment opportunity institution dedicated to building a diverse community. As part of our commitment to diversity, equity, and inclusion, we strongly encourage applications from women, minorities, individuals with disabilities, and veterans. We strive to be and promote a family-friendly environment and recognize that supporting this culture, at times, includes assisting dual-career couples with employment needs.