CARL A. KROCH UNIVERSITY LIBRARIAN

CORNELL UNIVERSITY
ITHACA, NEW YORK

“I would found an institution where any person can find instruction in any study.”
Ezra Cornell, 1865

THE SEARCH

Cornell University invites applications and nominations for the position of University Librarian. Located in Ithaca, New York, Cornell University is an innovative and inclusive teaching and research university of academic distinction and public service where staff, faculty, and students alike are challenged to be active citizens of the world. Cornell University Library (CUL) is one of the world’s major research libraries. Recognized for its outstanding collections, excellent staff, service orientation, innovative programs, vision in advancing information creation, management, and dissemination in the digital age, and strong collaborative partnerships and leadership, both nationally and internationally, the Library is central to the mission of Cornell University.

The University Librarian is the chief academic and administrative officer of the library system. Reporting to the Provost, the University Librarian works closely with the academic deans and senior administrative team on behalf of the University as a whole. The University Librarian will oversee an annual budget of $64 million, a physical collection of eight million volumes, and a multitude of electronic resources. There are eighteen constituent libraries located in Ithaca and New York City. More than 400 staff supports the wide ranging needs in teaching, learning, and research across fourteen colleges and schools as well as the University’s world-facing land grant mission. In addition, the Library actively serves scholars and alumni worldwide.

Cornell has retained Isaacson, Miller, a national search firm, to assist with this important recruitment. Confidential inquiries, nominations, and applications may be directed to the firm as indicated at the end of this document.
CORNELL UNIVERSITY

Founded in 1865 by State Senators Ezra Cornell and Andrew Dickson White, Cornell has been described as the first truly American university because of its founders' revolutionarily egalitarian and practical vision of higher education. Today, in addition to its private, Ivy League identity, the University remains dedicated to its land-grant mission of outreach and public service. The University’s total operating budget is approximately $4 billion. Through the continued generosity of alumni and solid fiscal management, Cornell has a private endowment of nearly $6 billion. Federal and non-federal research expenditures amount to over $800 million per year. The 2016 edition of the U.S. News & World Report ranked Cornell 15th among national universities.

Cornell accomplishes its mission through the work of 1,648 faculty and 8,109 staff. The University offers more than 80 undergraduate majors and 100 graduate fields of study across 100 academic departments. With top ranked programs in fields ranging from engineering to architecture, the University confers approximately 7,000 degrees annually. The main campus in Ithaca, New York is currently comprised of seven undergraduate units: the College of Agriculture and Life Sciences; the College of Architecture, Art, and Planning; the College of Arts & Sciences; the College of Business; the College of Engineering; the College of Human Ecology; and the School of Industrial and Labor Relations. The College of Agriculture and Life Sciences and the College of Arts & Sciences are the two largest undergraduate units at Cornell.

Majors in engineering, agriculture, biological sciences, business, and social sciences are the most popular among undergraduate students. Four graduate and professional units—the Graduate School, Cornell Law School, Samuel Curtis Johnson Graduate School of Management, and the College of Veterinary Medicine—are also housed on the main campus.

Cornell University is an innovative Ivy League university and a great place to work. Its inclusive community of scholars, students, and staff imparts an uncommon sense of larger purpose and contributes creative ideas to further the University's mission of teaching, discovery, and engagement. In addition to the main campus in Ithaca, NY, Cornell's expansive global presence includes the medical college's campuses on the Upper East Side of Manhattan and Doha, Qatar, as well as the new Cornell Tech campus being built on Roosevelt Island in New York City. The Ithaca campus sits on 2,300 acres in the heart of the Finger Lakes region. Ithaca, located roughly halfway between Manhattan and Toronto, offers a wealth of arts, culture, and activity while maintaining a quaint college-town feel. Outdoor enthusiasts can take advantage of the multitude of rolling hills, breathtaking gorges, hiking trails, and lakes offering countless outdoor activities. The city has been named one of the top 100 places to live, a top 10 recreation city, a best green place to live, and one of the "foodies" towns in America.

CORNELL UNIVERSITY LIBRARY

When Cornell University opened in October 1868, the library was housed in Morrill Hall, the first university building. In 1872, when the University's early library of 15,400 volumes moved to McGraw Hall, it became one of the first academic libraries in the country to serve undergraduates.

Andrew Dickson White, Cornell's co-founder and first president, built a great library with a focus on collections that allowed students to gain hands-on experience with primary sources. He preserved items relating to recent history, like abolitionist pamphlets and scrapbooks documenting the Civil War, which traditionally would not have been taught in university classes.
Today, in addition to a number of remarkable collections, from the Gettysburg Address to Hip Hop, the Library develops and supports research level collections – both digital and physical – as well as specialized services across the full disciplinary spectrum. Digital resources account for more than 60 percent of the library's $19 million annual expenditures for collections. Five million articles are downloaded from the library's digital subscriptions every year. The "virtual library" – its online presence – saw 10 million visits last year.

Even as the Library continues to lead and innovate in the shift to digital-based scholarship, its print and special collections are an essential component of the University’s appeal to sought-after faculty and students. Researchers travel from around the world to use the Library’s Asia Collection, Human Sexuality Collection, Hip Hop Collection, Punk Collection, Rose Golden New Media Archive, and the Catherwood Library. At the same time, the Library has built expertise to work with humanists on using new digital research tools and methodologies; to work with scientists and social scientists to manage large data sets and comply with regulatory requirements; and to work with artists and others to create, share, and preserve new media art forms.

The Library is internationally known for its cutting-edge research in digitization and digital preservation, its leadership in technology development, its broad collaborations, and its stewardship of essential open access repositories. Its support of open access provides critical scholarship to developing countries and reflects the land-grant mission of the University.

CUL Partnerships and Initiatives

The Library's many partnerships and initiatives foster leadership and excellence in the preservation, discovery, transmission, and application of knowledge, creativity, and critical thought at the university and around the globe. A few of the signature partnerships and initiatives are highlighted below. Please visit the library website for a complete listing.

ArXiv

As an example of its leadership in leadership in open and scholarly communications, Cornell has led the development of a sustainable model for arXiv, an online archive and distribution server for research articles that is maintained and operated by the Cornell University Library. Covered areas include physics, mathematics, computer science, nonlinear sciences, quantitative biology and statistics. With over 1,000,000 papers and roughly 14,000,000 downloads/month, arXiv plays a critical role in disseminating information in a number of disciplines. ArXiv represents Cornell's leadership role in the world of electronic repositories and digital libraries, providing a platform that enables experimentation with different ways of archiving and disseminating information.

2CUL

As an example of its leadership in intra-institutional collaboration, with the active support and encouragement of the university administrations and the Andrew W. Mellon Foundation, Columbia University Libraries (CUL) and Cornell University Library (CUL) have built a transformative, enduring partnership (2CUL). The partnership resulted in a reciprocal arrangement that allows faculty and students to have on-site borrowing privileges at the other library. It reduced collection overlaps and used the savings to purchase more unique titles in a number of subject areas. It generated cost savings by joint negotiation with suppliers and by sharing staff. The trust-relationship not only
enables better services to faculty and students in both libraries but also inspired other research libraries to follow suit.

**TEEAL/AGORA**

TEEAL (The Essential Electronic Agricultural Library) is "a library in a box" produced and distributed by the Cornell University Library to support agricultural research in the developing world. In partnership with major publishers and granting agencies, TEEAL offers access to over 500,000 articles in more than 450 agricultural research journals without requiring access to the Internet. In addition, Cornell University Library is one of the founding partners of AGORA (Access to Global Online Research in Agriculture), a program of the Research4Life, which offers online access to the research literature for the developing world. Both programs offer free or minimal cost access at eligible institutions in more than 115 low-income countries. Through TEEAL and AGORA developing world agricultural researchers stay abreast of current scholarship and participate in the global agricultural research community.

**Material and Special Collections**

The Cornell University Library is home to many unique, world-class collections of material texts and other objects of significant historical, cultural, and epistemological value. Some of these — such as the Fiske Petrarch Collection, the Asia Collections, and the Cornell University Witchcraft Collection — have long institutional histories in the Library; others — like the Human Sexuality Collection, the Rose Goldsen Archive of New Media Art, and the Punk and Hip Hop Collections — are newer and represent the innovative work of the Library’s superb curatorial staff. The Library continues to make acquisitions even in long-established collections, and actively works to enhance preservation and access to the materials. Scholars from all over the world travel to Ithaca to use the collections at the Carl A. Kroch Library, a state-of-the-art, three-story underground building, which opened in August of 1992. The Martin P. Catherwood Library, which houses another large and important collection — the Kheel Center for Labor-Management Documentation and Archives — was renovated in 2007.

**THE ROLE OF UNIVERSITY LIBRARIAN**

In August 2016, the current University Librarian, Anne Kenney, announced she will step down from her position on April 1, 2017. Kenney is known internationally for her pioneering work in developing standards for digitizing library materials, which have been adopted by organizations around the world, including such important archives as JSTOR, the Scholarly Journal Archive. She is the co-author of three award-winning monographs and more than 50 articles and reports and has been the recipient of several awards.

The University Librarian currently oversees a budget of more than $64 million and over 400 staff members, including seven direct reports. The CUL organization chart can be found [here](#).

**OPPORTUNITIES AND CHALLENGES FOR THE NEXT UNIVERSITY LIBRARIAN**

The primary opportunities and challenges for the University Librarian include the following:

*Advance a vision and strategic plan for the future of the library.*
With the support of a strong senior leadership team, the University Librarian will develop and champion a vision for CUL and lead stakeholders in a collaborative planning effort. The Library is characterized by outstanding collections, state of the art technology systems, top quality staff, services and space for patrons, as well as close working relationships with academic scholars and researchers across Cornell. The vision will respond to the changing needs in higher education, inspire and unite the Cornell community to continue to work together with library personnel to ensure the Library remains an indispensable academic partner and hub; while also connecting to the overall university strategic plan and traditions of knowledge creation, education of students, and public service or outreach. The successful University Librarian will work to establish a cohesive print and digital plan for the future, bridging both print and digital worlds, linked to the richness of CUL resources and collaborations.

Given the rapid and ongoing changes in open access and scholarly communications, the University Librarian will be expected to create and realize a vision for online repositories and online dissemination of information across a wide range of disciplines and data types. Building on Cornell's previous work on projects such as arXiv and Project Euclid, the University Librarian will also have an opportunity to provide innovative leadership to institutions beyond Cornell in creating new models and services in support of open repositories and the open exchange of scholarly information.

In sum, the University Librarian should formulate a clear, comprehensive strategy for addressing the short- and long-term challenges facing the Library and aspire to partner with academic divisions across the campus, positioning the organization and its staff as a vital resource strategically aligned in support of the university’s growth and development. As such, the University Librarian will look to collaborate effectively with unit libraries, collections, museums, research centers, technology units, teaching units, the university press, and other academic and administrative partners across campus.

Additionally, Cornell has a deep, rich tradition of shared governance at all levels of the University, with assemblies representing faculty, staff, and students, both undergraduate and graduate/professional. The University Librarian will need to exhibit respect and commitment to these long held governance structures. Partnering with the assemblies and gathering appropriate input on key decisions, the University Librarian must possess the discretion and diplomacy required to effectively navigate within this culture. A collaborative approach within the Library, across the University, and across institutions will be essential.

Partner with deans in developing and administering library resources and services.

Cornell has growing and changing expectations of its library. In order to succeed as a leader within this institution, the University Librarian must reach out across the campus and demonstrate openness, honesty, and a respect for Cornell’s culture and traditions. In addition, the University Librarian must have the credibility to engage and act as a thought partner with faculty from the start, address collections and curation needs from a strategic perspective, and function as an effective, credible advocate and supporter for the academic mission. Serving as a peer to academic deans, the University Librarian will act as a role model to students and faculty and as a vital link in the chain of senior leadership across Cornell. Ultimately, the University Librarian, along with the Library itself, should maintain its status as an innovative source of ideas and resources for the Cornell community, while responding effectively to a variety of campus needs.
Additionally, the University Librarian needs a deep understanding of the changing nature of scholarship in order to lead CUL in developing new services responsive to changing technologies, pedagogies, and scholarly practice. Open scholarship offers opportunities for the library in capturing, curating, disseminating, and archiving the intellectual outputs of the University community, regardless of format, and library spaces should serve as intellectual commons of the institution, facilitating collaboration using new methods of inquiry. Driven by changes in scholarship, technology, and escalating costs of traditional publishing, scholarly communication continues to change in dramatic ways. CUL has been a leader in the transition to digital and open access publishing and has been very supportive of pre-print archiving and open access journals. The University Librarian should embrace new scholarly publishing options and work to incorporate them into the culture of the University.

**Leverage and extend financial and physical resources.**

To achieve its goals, the University Librarian must be both judicious in the use of existing funds and engaged in development activities to augment these funds. The role of the University Librarian requires a significant amount of resource acquisition and management. To realize the vision for the Library while pursuing focused acquisitions, enhancing the technology infrastructure, and adapting to serve the ever-changing academic needs of the campus, the University Librarian will seek support from a variety of sources, including private donors, grants, and external partners. Relying on its reputation for innovation and history of excellence, the Library has been quite successful with philanthropy and raised $77 million in its most recent campaign. Partnering with the Library Alumni Affairs and Development Director and others, the University Librarian will help to accomplish the goal of raising $6 million annually in increased current-use and endowment-yield funds.

The University Librarian must work to secure innovative new funding sources while leveraging the budget to maximize its impact. As the institution continues to recover from the economic downturn, the University Librarian will need to evaluate and show progress and effectiveness of resource utilization. In addition, the successful candidate must be willing to think beyond traditional funding strategies, forge strong, mutually beneficial alliances with internal and external organizations, and promote a culture of innovation and entrepreneurship, encouraging staff to identify creative, cost-effective strategies to improve their work. By transitioning the Library toward a future built upon new investment and self-sustenance, the Library will be better positioned to serve the University and the community.

The next University Librarian will lead a process of identifying creative use and reuse of library spaces, mindful of the evolution of needs and space while also supporting the seamless integration of study, teaching, and research with library collections and services. Indeed, Cornell’s library enjoys beautiful architecture and spaces that also serve well for events and fundraising activities that provide support. Furthermore, the University Librarian will be a key figure in leading the plan to address deferred maintenance challenges throughout the system.

**Develop and lead a service-oriented staff.**

The University Librarian will be expected to provide and model strong leadership as well as inspire and advocate for the Library staff. The Library will need to continue its investment in the ongoing development of a knowledgeable and responsive staff, conversant with emerging technologies, and well-informed about current and future plans for research and teaching on campus, in order to provide and plan for excellent support to student and faculty endeavors. The
University Librarian will assist the staff to innovate and create and maintain a richly collaborative organization.

The University Librarian will advance and strengthen communication and consultative decision-making, while maintaining a forward-looking agenda during a dynamic time on campus and in the library world. The Librarian will need to work effectively to engage in constructive discussions about goals and means, maintaining open and productive relations with all staff groups, and foster a coordinated and comprehensive approach to staffing library positions that supports the advancement of staff capabilities in service and technology. In concert with this, the next University Librarian must build a strong and effective leadership team, filling key positions, empowering leaders, supporting consistent communication, and reviewing staff structures to ensure that all units are represented fairly and partnership is effective.

**Provide national and international thought leadership in the library community.**

It will be important for the University Librarian to expand the Library’s distinctive presence in the research library community, to model excellence in operations and service, to advocate for Cornell where appropriate, and to serve as an exemplar of cross-campus collaboration among its peers. The University Librarian will be a thought leader on the issues facing academic libraries today such as the evolution of copyright in the digital age and the emergence of open access publishing models. CUL has been developing multiple national and international partnerships to support the growing needs of interdisciplinary and international collaboration of the University. The University Librarian is expected to advance the library’s strategy in this area, promoting best practices and concepts sourced from leading research libraries around the globe.

**THE SUCCESSFUL CANDIDATE**

Cornell is seeking a leader in the academic library sector who will embrace the opportunities that new technology provides while sustaining the traditional virtues of a world-class library. The ideal candidate will have:

- A deep understanding of the complexities and richness of academic life, new and emergent forms of scholarly communication, and the role of the library in a modern globally relevant research university.

- A record of successful administrative experience with strong communication, negotiation, financial planning, and management skills.

- The ability to inspire and work collaboratively with the library staff and the broader university community in confronting the challenges of the future, fostering productive collaborations across and outside of the university.

- Demonstrated vision and leadership in a period of change, including an ability to meet and exploit technological advances necessary in managing scholarship born-digital through its entire life cycle, from creation to dissemination to preservation.

- Recognition of the continuing importance of book, special collections, and other physical research materials.
• Appreciation for the research and educational needs and practices of scholars and students and an uncompromising commitment to academic excellence.

• Proven ability to spearhead fund raising with alumni, corporate, foundation, and other private donors.

• Commitment to the recruitment, development, and retention of a diverse and highly qualified workforce.

• Demonstrated excellence in chosen field with an advanced degree preferred.

TO APPLY

Inquiries, nominations, and applications should be sent in strict confidence to:

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Diversity and Inclusion are a part of Cornell University’s heritage. Cornell is a recognized employer and educator valuing AA/EEO, Protected Veterans, and Individuals with Disabilities.