



Search for the Dean of the USC Libraries
University of Southern California
Los Angeles, California

The University of Southern California (USC), one of the world's leading private research universities, seeks a visionary and innovative leader to serve as the next Dean of the USC Libraries. The next Dean will oversee the oldest private academic research libraries in California while innovating toward the university's ambitious future aspirations.

At the heart of USC's academic community, the USC Libraries advance consequential research and scholarship, create enriching and equitable learning experiences, inspire polymathic creativity and informed risk-taking, and empower learners, creators, and explorers to make meaningful discoveries. Core to the Libraries' mission are invention, experimentation, inclusivity, and equitable access. Currently, the USC Libraries include 23 distinct libraries and information services and are home to several notable collections, including the USC Shoah Foundation Visual History Archive, ONE National Gay & Lesbian Archives (the largest collection of LGBT materials in the world), and an expansive digital collection with particular highlights from the California Historical Society, Korean American Archives, the Chinese Historical Society of Southern California, the Dance Heritage Video Archive, the international Mission Photography Archive, and the Wayne Thom Photographic Archive.

Founded by civic leaders in 1880, the start of California's rise to prominence, the University of Southern California has always been a pioneering institution with diversity, discovery, and exploration at its heart. Its aspirations and embrace were as expansive as the region it grew to represent. Since opening its doors, USC's drive to break boundaries and transcend its own geography put it on an impressive trajectory. Today, with a budget of \$6.2 billion, \$1.352 billion in sponsored research, and over \$8 billion in economic impact across the region and state, USC has established itself as anchor institution in Los Angeles; a global center for arts, technology, and international business; and a leading research university, distinguished for its unique, nimble, and inventive culture.

President Carol Folt has outlined a bold set of moonshot initiatives that include a dramatic investment in the "Frontiers of Computing" and an expansion of the university's health science efforts, and the next Dean will ensure the USC Libraries are aligned with these strategic initiatives while continuing to serve the expansive needs of USC's equally expansive academic community. The Dean must recognize the Libraries' existing strengths while building on its success, further elevating its national and international profile. With the strong support of the university administration, the next Dean will lead the USC Libraries into an exciting new era, in which traditional resources remain vital while digital technologies are re-defining the

role of academic libraries. To do so, the Dean will address a set of key opportunities and challenges, listed below:

- Drive and execute a compelling, innovative, and strategic vision for the USC Libraries, providing technological and research support for USC's overarching initiatives;
- Provide excellent service as a critical resource to USC's academic and clinical community, facilitating creativity and innovation;
- Ensure the USC Libraries are national thought leaders in terms of structures, systems, services, and technologies;
- Foster a culture with transparency, equity, inclusion, and balance at the core, in service of recruiting and retaining an excellent team;
- Work closely with senior leadership across the university as a strategic thought partner and advocate on behalf of the USC Libraries.

A complete list of the desired qualifications and characteristics can be found at the conclusion of this document, which was produced with the support of Isaacson, Miller, a national executive search firm.

The USC Libraries

For more than a century, USC has been building its library collections in support of the university's teaching and research interests. The USC Libraries are learner-centered and focus on the research and instructional needs of faculty and students. Recognizing the global character of Los Angeles and Southern California, they also work to promote, develop and maintain local and global partnerships that benefit the USC community.

Currently, the USC Libraries are comprised of the following libraries and information institutes, including:

- Accounting Library
- Architecture & Fine Arts Library
- Cinematic Arts Library
- Doheny Memorial Library
- East Asian Library
- Gaughan & Tiberti Library
- Gerontology Library Services
- Grand Avenue Library
- Hoose Library of Philosophy
- Leavey Library
- Library for International & Public Affairs
- Music Library
- Norris Medical Library
- ONE Archives
- Science & Engineering Library
- Social Work Library Services
- Special Collections
- Wilson Dental Library

More information about each of these units can be found here: <https://libraries.usc.edu/libraries-overview>

In addition, several programs and partnerships are central to the USC Libraries' impact on the campus and community:

- [USC Digital Repository](#) utilizes state-of-the-art, automated mass digitization systems to convert physical or analog content into the digital equivalent, which can be preserved and accessed from anywhere in the world. This unit provide crucial services around digitization, preservation, storage, and access.
- [USC Digital Library](#) helps fulfill the mission of the USC Libraries by offering digital images of drawings, illuminated manuscripts, maps, photographs, posters, prints, rare illustrated books, as well as audio and video recordings. Encompassing the subject strengths of the vast collections of the libraries at the University of Southern California, these materials represent the applied sciences, fine and decorative arts, history, performing arts, and social sciences. In addition, these collections include all of the University's theses and dissertations. A portion of the images contained in the USC Digital Library come from the collections of collaborating institutions which, like USC, have valuable archival collections that are of interest to a wide range of people. These collections are open access and freely available.
- [USC Sidney Harman Academy for Polymathic Study](#), located in its own quarters on the second floor of Doheny Memorial Library, offers a series of conversational encounters intended to intensify polymathic (integrated interdisciplinary) awareness. Conversations, courses, and other forms of presentation will include faculty, junior faculty, postdoctoral scholars, graduate students, and undergraduates. These discussions are anchored in and structured by the Four Quadrants of Polymathic Inquiry: critical and integrative thinking, study of the great polymaths, tapestry, and communication.
- [L.A. as Subject](#) is a research alliance dedicated to preserving and improving access to the archival material of Los Angeles history. Much of the city's history is preserved in libraries, museums, and other cultural institutions. Other valuable and unique collections – those that reveal the stories of neighborhoods, families, and influential Angelenos – are scattered across Southern California, curated by smaller institutions and individual enthusiasts. With an online directory of more than 230 separate collections, L.A. as Subject ensures that researchers know what materials are available, where they are located, and how to access them.
- [The USC Shoah Foundation Visual History Archive](#) is an online portal that allows users to search through and view more than 52,000 video testimonies of survivors and witnesses of genocide. Initially a repository of [Holocaust testimony](#), the Archive expanded in April of 2013 to include 64 testimonies from the 1994 [Rwandan Tutsi Genocide](#) and again in

April 2014 to include 12 testimonies from the 1937 [Nanjing Massacre](#) in China. All told, the testimonies have been conducted in 61 countries and 39 languages.

The USC Libraries are collectively among the top 20 academic research library systems in the United States, with nearly six million total volumes. The libraries' collections include over five million titles held, nearly 80,000 serials, and nearly 175,000 electronic journals. The USC Libraries also offer more than 900 orientations and workshops in a typical year, reaching more than 30,000 participants.

The USC Libraries have committed to six unifying values, in line with the USC Culture Journey, including integrity, excellence, diversity, equity, and inclusion, well-being, open communication, and accountability. In line with these values, the Libraries have identified four strategic themes for goal development:

1. Equitable access to diverse information resources, programs, and services.
2. Vibrant, inclusive physical, intellectual, and technological library environments.
3. Experimentation and collaboration to extend our reach, presence, and possibilities.
4. Leadership where our unique expertise advances teaching, learning, research, and creativity.

Role of the Dean, USC Libraries

Reporting to the Provost, the Dean of the USC Libraries oversees all of the Libraries' activities and operations, including the generation, archiving, preservation, and seamless delivery of library resources in all formats. Working closely with the provost, academic deans, and other key partners, the Dean will ensure the Libraries remain responsive, leading-edge resources around research and instruction for faculty, students, and the community. They will also provide intellectual leadership in the broader field of research libraries, not just understanding national trends and regulations that impact the library space, but helping shape those trends.

In addition to having ultimate responsibility for USC's 23 libraries, programs, and partnerships across 16 physical locations and more than four million volumes, the Dean oversees the approximately 210 faculty and staff and approximately 230 student assistants that work within the libraries as well as a budget of approximately \$30 million.

Opportunities and Challenges for the Next Dean

In working to advance the USC's Libraries' mission and the mission of USC, the next Dean will address a set of key opportunities and challenges, outlined here:

Drive and execute a compelling, innovative, and strategic vision for the USC Libraries, providing technological and informational support for USC's overarching initiatives

As the leader of USC's 23 libraries, the next Dean will work in close collaboration with senior leadership, faculty, and staff within and outside the Libraries to craft a compelling and animating vision for an academic unit crucial to the success of the University. In particular, the vision will provide the foundation for many of USC's most exciting overarching initiatives, including advancing research growth and supporting initiatives in computing and health sciences. In doing so, the Dean will bring a forward-looking orientation to technology and digital initiatives while maintaining and expanding the Libraries' physical collections, remaining on the cutting edge of information technology without leaving behind the traditional functions of academic libraries.

Provide excellent service as a critical resource to USC's academic and clinical community, facilitating creativity and innovation

USC has a broad and vibrant academic community, and the next Dean will need to ensure the libraries bridge diverse fields and functions. The USC Libraries provide crucial support to cutting-edge research in medicine and pre-modern history and to instruction in engineering and writing, among many, many others. The next Dean will maintain and improve upon this excellent level of service, facilitating USC's continued excellence in all aspects of its mission. In doing so, the next Dean will educate the USC community on what the libraries do and can offer, creating more informed and sophisticated users.

Ensure the USC Libraries are national thought leaders in terms of structures, systems, services, and technologies

Given USC's stature in higher education and the heights of its future ambitions, the USC Libraries should be thought of as a local and global research destination and an exemplar of how academic libraries can best support the missions of their universities. To achieve this, the next Dean must understand trends in the field and take part in national conversations around critical topics like open access and data integrity. However, the Dean must not succumb to the status quo. As USC advances toward its ambitions, greater demands will be placed on the research infrastructure and technological capacity of the Libraries. The next Dean will be innovative in response to these demands, crafting solutions that meet the needs of the University and developing a vision for USC Libraries' technologies that is able to meet both current and future demands.

Foster a culture with transparency, equity, inclusion, and balance at the core, in service of recruiting and retaining an excellent team

As leader of the excellent faculty and staff of the USC Libraries, the ultimate responsibility for recruiting, retaining, and developing a diverse and outstanding team falls to the next Dean. Critical to this effort will be the advancement of a healthy workplace culture that encourages the success of all members of the community. Communication and transparency are crucial to a healthy organization, and the next Dean will provide consistent updates about the current and future directions of the USC Libraries. Further, the new Dean will develop and sustain equity, diversity, and inclusion initiatives to create an inclusive work environment for all employees, regardless of background. Effective retention will require an active eye to work-life balance and a commitment to maintaining a fully staffed environment. The next Dean will be an active developer of their team, growing faculty and staff to meet the advancing needs of the USC community.

Work closely with senior leadership across the university as a strategic thought partner and advocate on behalf of the USC Libraries

As the face of the USC Libraries across campus, the next Dean has the opportunity to engage with and support senior leadership as strategies are developed. By being an essential resource and innovative thought partner, the Dean can ensure the libraries are aligned with and involved in all aspects of the University's academic strategy. In addition, the next Dean must build and leverage partnerships and strong relationships across the university to educate and advocate on behalf of the USC Libraries. In doing so, they will help the community to understand and honor the importance of the work of the libraries in supporting teaching, learning, and research and ensure the libraries have access to stable resources in support of continued growth and innovation.

Key Qualifications and Characteristics

The next Dean of Libraries will be a persuasive and seasoned professional with a record of accomplishment in the scholarly and/or library communities. The Dean should possess the energy, strategic clarity, professional experience, and emotional intelligence necessary to advocate for and lead the Library. Top candidates will demonstrate excellence as a librarian, administrator, and/or scholar with knowledge of the full array of functions and operations in a large and complex research library setting. The next Dean should also come with a demonstrated commitment to the educational and research missions in an academic research environment and champion values of equity, diversity, and inclusion. The ideal candidate will possess many of the following professional and personal experiences and qualities:

- Deep understanding of university library systems and universities, and awareness of how to prepare or transform organizations to meet current and future challenges and opportunities

- The ability to articulate a vision for what the technological infrastructure should be at an R1 university to meet both current and future challenges
- Intellectual curiosity and vitality, ability to form and sustain relationships with leaders throughout the University, and ability to advance a compelling, urgent case
- Outstanding leadership capabilities, including strategic vision, experience at or close to scale, budgetary sophistication, excellent organizational and communication skills, and the proven ability to recruit, develop, and retain a diverse and accomplished corps of personnel
- Exceptional interpersonal ability, including the ability and commitment to build consensus and share in priority-setting and decision-making
- Demonstrated ability to advance a case for financial support, cultivate donors, and raise funds
- Deep commitment to—and concrete experience in—strengthening workplace culture with respect to diversity, equity, inclusion, access, antiracism, and social justice
- Qualities of mind and character that demonstrate open-mindedness, authenticity, resilience and persistence, good humor, flexibility, compassion, and an orientation that emphasizes service and favors teamwork
- Credentials appropriate to the leadership of a modern research-intensive library

Salary and Location

The salary range for this position is \$320,000-\$350,000 per year. This is a 12-month full-time position. When extending an offer of employment, the University of Southern California considers factors such as (but not limited to) the scope and responsibilities of the position, the candidate's work experience, education/training, key skills, internal peer equity, federal, state, and local laws, contractual stipulations, grant funding, as well as external market and organizational considerations

The University developed in stride with the dynamic city of Los Angeles, a global center for art, technology, culture, industry, and trade, and a vividly international city with one of the most diverse populations on the planet. Now the creative capital of the Pacific Rim, Los Angeles constantly reinvents itself. USC is both in and of its city. It was shaped by a succession of visionaries who invested their time, insight, and financial resources to build one of the world's great universities in the heart of a consequential global mega-region.

USC contributes significantly to the region as one of its largest economic engines. The University is the largest private employer in the city of Los Angeles, providing nearly 27,000 jobs and creating non-university job opportunities for thousands of additional residents each year. USC generates \$4.9 billion annually in economic activity in the Los Angeles region and beyond, which does not include the direct spending or impacts of the USC hospitals. In addition, because of USC's long tradition of excellent professional education, USC alumni represent a large percentage of the business leaders and practicing professionals in the region. More details about Los Angeles can be found [here](#).

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Electronic submission of materials is required, and inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search:

<https://www.imsearch.com/open-searches/university-southern-california/libraries-search>.

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Isaacson, Miller

Los Angeles/San Francisco

www.imsearch.com

ISAACSON, MILLER
imsearch.com

USC is an equal-opportunity educator and employer, proudly pluralistic and firmly committed to providing equal opportunity for outstanding persons of every race, gender, creed and background. The university particularly encourages members of underrepresented groups, veterans and individuals with disabilities to apply. USC will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship. Further information is available by contacting uschr@usc.edu.

Appendix

Overview of the University of Southern California

Founded by civic leaders in 1880, the start of California's rise to prominence, USC has always been a pioneering institution with diversity, discovery, and exploration at its heart. Its aspirations and embrace were as expansive as the region it grew to represent. Since opening its doors, USC's drive to break boundaries and transcend its own geography put it on an impressive trajectory. USC developed in stride with the energetic city of Los Angeles, a dynamic, global center for art, technology, culture, industry, and trade, and a vividly international city with one of the most diverse populations on the planet. Now the world's creative capital, Los Angeles has never lost its frontier edge and constantly re-invents its physical fabric, its economy, and its society. USC is both in and of its city. It was shaped by a succession of visionary women and men who invested their time, insight, and financial resources to build one of the world's great universities in the heart of a consequential global mega-region.

Over the span of its history, the university has pushed the frontiers of knowledge and achieved great advances in academic rigor and reputation, faculty prominence, the size and influence of its research portfolio, and the strength of its undergraduate and graduate education. USC brings together world class research and interdisciplinary educational offerings informed by a global perspective. It was a co-founding institution of the Association of Pacific Rim Universities, a consortium of the 60 leading research universities linking the Americas, Asia, and Australasia. USC impressively combines an international commitment with the dynamism offered by the second largest metropolitan region in the United States with a \$1+ trillion economy.

At the heart of the university are its students. Offering over 170 majors and 200 minors, USC enrolls 49,500 students, 28,500 of whom are pursuing graduate degrees, including over 90 online professional masters-level degree programs. The campus prides itself on its student diversity, enrolling more underrepresented minority students than any other private institution in the Association of American Universities (AAU) and the most underrepresented minority graduate students nationwide. The university provides \$685 million, from all sources, annually in total financial aid and approximately \$46 million annually in Ph.D. fellowships.

The distinguished faculty includes more than 1,500 tenured and tenure-track faculty among 6,690 scholars, researchers, teachers, clinical educators, and mentors. This prestigious group includes five past and present Nobel laureates and dozens of recipients of prestigious national honors, including the MacArthur "Genius" Award, Guggenheim Award, the National Medal of the Arts, the National Humanities Medal, the National Medal of Science, the National Medal of Technology and Innovation, and the Pulitzer Prize, as well as multiple Academy Award, Emmy, Grammy, and Tony award winners. USC is home to 23 academic units: Dornsife College of Letters, Arts and Sciences; Leventhal School of Accounting; School of Architecture; Roski School of Art and Design; Iovine Young Academy for Arts, Technology and the Business of Innovation; Marshall School of Business; School of Cinematic Arts; Annenberg School for

Communication and Journalism; Kaufman School of Dance; Ostrow School of Dentistry; School of Dramatic Arts; Rossier School of Education; Viterbi School of Engineering; Davis School of Gerontology; Gould School of Law; Keck School of Medicine; Thornton School of Music; Chan Division of Occupational Science and Occupational Therapy; School of Pharmacy; Division of Biokinesiology and Physical Therapy; Bovard College of Professional Studies; Price School of Public Policy; and the Suzanne Dworak-Peck School of Social Work. Additionally, more than 16,580 dedicated and committed USC staff play an integral role in the operational enterprise.

A global university, USC has nine international offices in Beijing, Shanghai, Hong Kong, London, Mexico City, Delhi, São Paulo, Taipei, and Seoul as well as innumerable global partnerships, including with the Hong Kong University of Science and Technology, Bocconi University, and the London School of Economics. In the United States, USC has programs and centers in San Francisco, Washington, D.C., New York, and local offices in Orange County and Southern California. While global in reach, USC is anchored by two Los Angeles-based campuses. USC's University Park campus—adjacent to the vibrant cultural, economic, and civic center of Los Angeles in downtown Los Angeles—is home to the USC Dana and David Dornsife College of Letters, Arts and Sciences and many of the nation's leading professional schools. For more information of USC Schools and Colleges, visit: <https://academics.usc.edu>.

Keck Medicine of USC is the university's medical enterprise, one of only two university-based medical systems in the Los Angeles area. Encompassing research and clinical excellence, the medical system attracts internationally renowned experts who are faculty at the Keck School of Medicine of USC, the region's first medical school. These same physicians practice at a network of more than 45 hospitals, clinics and affiliate hospitals in Southern California and provide care for more than one million patient visits annually. Care facilities includes the renowned USC Norris Comprehensive Cancer Center, one of the first comprehensive cancer centers established by the National Institutes of Health (NIH) in the United States.

The Health Sciences campus is directly adjacent to Los Angeles County hospital (LAC+USC), the largest public hospital in Los Angeles County, and a teaching hospital that is staffed by USC faculty physicians and residents. Children's Hospital Los Angeles (located six miles north of the University Park campus), is the sixth-ranked children's hospital in the nation and is wholly staffed by USC faculty physicians from the Keck School of Medicine. Keck Medicine of USC merged with Verdugo Hills Hospital in 2013, expanding USC's medical services in the Foothill communities of Los Angeles County. With the USC merger, the 158-bed USC Verdugo Hills Hospital facility received \$30 million in capital improvements and recently opened a Level II neonatal intensive care unit.

To learn more about the university, visit: <https://www.usc.edu/>.