



# IUPUI

## UNIVERSITY LIBRARY



**IUPUI University Library**

# **Leadership Profile**

**Herbert Simon Family Dean**



# Table of Contents

<b>The Herbert Simon Family Dean</b> .....	<b>3</b>
<b>IUPUI University Library</b> .....	<b>3</b>
Awards .....	4
Diversity, Equity, and Inclusion .....	5
Innovative Collection Development.....	5
Commitment to Open Access .....	6
Support for IUPUI Faculty .....	7
Engagement in Student Learning.....	7
Support for IUPUI Students.....	8
Commitment to the Community.....	9
<b>IUPUI (Indiana University – Purdue University Indianapolis)</b> .....	<b>12</b>
Mission .....	12
Overview .....	12
Responsibility Centered Management.....	14
<b>Indianapolis</b> .....	<b>14</b>
<b>The Opportunity</b> .....	<b>15</b>
Responsibilities .....	16
Qualifications .....	16
<b>Application Process</b> .....	<b>17</b>
<b>Appendix A – IUPUI Leadership</b> .....	<b>18</b>
<b>Appendix B – Information Links about IUPUI</b> .....	<b>19</b>
<b>Appendix C – Leadership at IUPUI</b> .....	<b>20</b>



# IUPUI

## **The Herbert Simon Family Dean of IUPUI University Library**

Indiana University seeks a dynamic, collaborative, and visionary leader to be the first Herbert Simon Family Dean of IUPUI University Library. The Dean is the public face of IUPUI University Library and oversees strategic advancement in the areas of services, instruction, technology, personnel, fundraising, and budgeting.

The main campus library of Indiana University-Purdue University Indianapolis (IUPUI), IUPUI University Library directly supports the teaching, learning, and research of two colleges and thirteen schools on the campus. The Herron Art Library is a full-service branch of IUPUI University Library located in the Herron School of Art and Design, and the University Library of Columbus is a branch of the Library located on the Indiana University-Purdue University Columbus (IUPUC) campus. University Library frequently partners with the professional school libraries in Medicine, Law, and Dentistry in delivering library services to the campus. The Dean works collaboratively with the Deans and Directors of libraries across the seven campuses of Indiana University. In addition, the Dean works alongside 18 other Deans and serves as a member of the Chancellor's Council of Deans and the Academic Deans Group.

The Dean reports to Nasser Paydar, Chancellor of IUPUI, through Kathy Johnson, the Executive Vice Chancellor and Chief Academic Officer.

### **IUPUI University Library**

IUPUI University Library's mission is to **inform** the IUPUI campus and wider community of learners through educational resources, technologies, and expertise; to **connect** people with resources, services and each other; and to **transform** the lives of community members by facilitating teaching, learning and research.

The Library is central to the mission of IUPUI, and recognized locally, nationally, and internationally as an urban health sciences research university. The Library's most valuable resource is its staff of 30 tenure-track librarians, 46 part-time and full-time staff, and 55 student employees. Its resources and services help IUPUI's 30,000 students succeed academically, and the Library's collections, including 2.3 million print and electronic resources, form the foundation for valuable scholarly research. The Library's annual operating budget is approximately \$10 million.

IUPUI University Library is also home to the Joseph and Matthew Payton Philanthropic Studies Library, the leading library for the study of philanthropy in the world. Herron Art Library and the University Library of Columbus are branches of IUPUI University Library. In addition to the campus users, any state resident with a valid I.D. is eligible for a library card. With approximately 1 million visits a year, plus staff

and resources that support all of IUPUI's 350 degree and certificate programs, the Library is a vital partner for the campus and the community. The Library is considered a major hub on campus, and there are a number of units housed within the University Library building with whom the Library collaborates frequently. These units include the Center for Teaching and Learning, Office for the Vice Chancellor of Research, IUPUI Arts & Humanities Center, Honors College, Graduate Office, Mathematics Assistance Center, University Writing Center, and more.

As central Indiana's only public research library, IUPUI University Library is working to improve the lives of all users by facilitating discovery, creativity, and lifelong learning. Developing lifelong learners is central to the mission of IUPUI and the IUPUI University Library. By ensuring that students have access to the most up-to-date resources, technology and environments for learning, the Library supports their academic success, as well as their ability to grow throughout their careers and in their future roles as informed members of communities.

The library staff actively foster a collegial environment that values the open exchange of knowledge and diversity. Institutionally, the Library promotes data-informed decision-making in developing its strategic priorities and an investment in an open scholarly infrastructure. The Library is a member of SPARC, the Coalition of Open Access Policy Institutions (COAPI), and the Library Publishing Coalition (LPC). Librarians at IUPUI and across Indiana University have faculty status, and many are active participants in the shared governance of the institution at the library, campus, and university levels.



#### **Awards**

IUPUI University Library and its staff have won numerous awards for innovation, service, scholarship,

programming, digital collections, and significant achievements. The Library is an incubator for Movers & Shakers with three librarians, Kristi Palmer, Willie Miller, and Jennifer Johnson, being recognized with the distinction by *Library Journal* within the past ten years. Several of the Library's staff have been lauded for their service. Teresa McCurry recently received the IUPUI Glenn Irwin award for her dedication and involvement at IUPUI. Tina Baich was honored with both Indiana University's W. George Pinnell Award for Outstanding Service and the Virginia Boucher/OCLC Distinguished ILL Librarian Award. The recently retired Dean Emeritus David W. Lewis was selected as the 2018 ACRL Academic/Research Librarian of the Year for his contributions to field. The Library's I ♥ UL outreach program was awarded with SirsiDynix's Power of Libraries Award. In 2017, the Library's Center for Digital Scholarship was awarded the James J. Bradley Distinguished Service Award by the Society of Automotive Historians for its Indianapolis Motor Speedway digital collection.

### **Diversity, Equity, and Inclusion**

Both IUPUI and IUPUI University Library are committed to championing equity, diversity, and inclusion. In 2017, 26% of undergraduate enrollment was made up of students of color, including: 10% Black/African American, 7% Latinx, 4% Asian American, 4% international, 4% two or more races. In addition, 56% of undergraduates were women, 36% received Pell grants, and 31% were first generation college students. As the student body increases in its diversity each year, IUPUI is committed to being a welcoming campus for all. The campus has received the prestigious Higher Education Excellence in Diversity (HEED) Award from *Insight Into Diversity* (the nation's oldest diversity higher education publication) for six consecutive years.

In addition to regular discussion and training around issues of equity, diversity, and inclusion, library staff have articulated a diversity statement written for library users:

*It is the goal of the IUPUI University Library to provide students, faculty, and community users with access to resources and services, to increase information access, and to aid in the sharing of knowledge. Beyond respecting diversity, we recognize that inequity can accompany diversity. We understand that providing all users with the same level of resources and support is not necessarily an issue of equal access, but of equitable access. The goal of providing access to information is as important as removing barriers that might impede or discourage access and engagement.*

Read more and review the Library's Diversity Plan here: <http://ulib.iupui.edu/about/diversity>.

### **Innovative Collection Development**

Traditionally, academic libraries have attempted to acquire all the scholarly resources - both books and journals - required to support the teaching, learning, and research missions of their universities. The publishing explosion and the unprecedented inflation of journal subscriptions in recent decades make this traditional purchasing mindset unsustainable. As a result, like many academic libraries, IUPUI University



has turned to more innovative, access-based approaches to meeting the information needs of their constituents.

With the support of campus faculty, the Library has adopted a series of [On Demand Services](#), which initiate a purchase of an item at the point of need. With Articles on Demand faculty have been able to use library funds to purchase articles outside of library subscription through an unmediated request service since 2014. The Library provides IUPUI faculty, staff, and students access to the streaming video platform Kanopy, which offers unmediated purchase of streaming films. Finally, the new Books on Demand program expands On Demand Services to all campus users by allowing any student, faculty, or staff member to seamlessly request the purchase of new monographs through the online catalog. The records of items that would have been on the approval and slip plans of Subject Librarians are directly loaded into the catalog before the items are purchased. A monograph is only purchased when a user selects the “Get it for IUPUI” button.

## **Commitment to Open Access**

### Open Access Policy

In 2013, the Library supported a successful campaign for a campus-wide, [open access policy](#). IUPUI’s policy success has informed OA policy development efforts at other universities, and IUPUI has taken a leading role in the efforts of the Coalition of Open Access Policy Institutions (COAPI) to develop and share best practices in policy implementation. To date the IUPUI OA policy has resulted in the deposit of more than 6,000 articles in IUPUI ScholarWorks—providing more than 150,000 free downloads to readers from around the world.

The Library also administers an open access publishing fund. In 2017, the fund received more than 50 applications for support and supported the publication of 29 articles. The fund is one of 51 library-supported OA funds in North America and is in the top-third for its level of support and number of articles published.

### IUPUI ScholarWorks

IUPUI’s institutional repository, [IUPUI ScholarWorks](#), provides free access to published and pre-published works by campus faculty, students, and staff to the rest of the world. In addition to the articles covered by the OA policy, ScholarWorks archives graduate student theses, faculty works-in-progress, research posters, and reports. In 2017, IUPUI ScholarWorks publications were cited in The Washington Post, broadly re-shared more than 2,000 times across social media, and accessed by readers from more than 200 countries. In the last five years, the site has multiplied by more than five times -- from 2,609 items at the beginning of 2013 to more than 13,000 items at the end of 2017.

### Open Access Journals at IUPUI

Beginning in 2008, the Library has worked with faculty and affiliated researchers to launch new journals and helped existing journals transition from subscription access to open access. The Library currently hosts and provides support to [seventeen journals](#), spanning a range of disciplines from philanthropy to public health, via its Open Access Journals at IUPUI service. With over 1,000,000 visits since 2008, this service accounts for a significant contribution toward IUPUI University Library’s commitment to open access.

## **Support for IUPUI Faculty**

### Supporting Faculty Advancement

IUPUI University Library offers workshops on gathering research impact metrics for faculty promotion and tenure (P&T) dossiers in partnership with the Office of Academic Affairs. Librarians help faculty across campus to increase the visibility and access to their scholarship: managing their digital identity, sharing work openly, engaging target audiences, and presenting evidence of impact in a responsible and compelling way, including the use of article-level metrics. Since 2015, these workshops have reached nearly 100 faculty and individual consultations offered by librarians have helped dozens of faculty successfully make their case for P&T. In particular, the Library strives to support faculty who engage in professional practice, community engagement, and produce other forms of scholarship beyond the journal article.

### Managing and Sharing Research Data

IUPUI University Library supports researchers in complying with funding agency policies on research data management and data sharing. The Library often collaborates with other support units across campus, including the Office of the Vice Chancellor for Research, University Information Technology Services, the Research Integrity Office, and the Indiana Clinical and Translational Science Institute, among others, to provide training opportunities and to support effective use of enterprise platforms for research.

The Library also offers a dedicated repository, [IUPUI DataWorks](#), and associated data curation services. DataWorks enhances the visibility of research data through metadata creation and Digital Object Identifier (DOI) registration.

### **Engagement in Student Learning**

The guiding mission of the IUPUI University Library's educational services is to contribute to student success by teaching students vital Information Literacy (IL) critical thinking skills. The approximately twenty subject liaison librarians do this in a variety of ways including instruction, assignment development, the development of learning objects and more. Librarians conduct research on teaching practice and learning objects to ensure students are achieving learning outcomes. Educational Development Librarian Sara Lowe's research into information literacy needs of students has received national acclaim, one being selected as a top 20 best instruction article of 2015 by the ALA Instruction Roundtable.



In 2017, subject liaison librarians taught 441 classes and 931 one-on-one research consultations across all disciplines. Historically, the Library's strong collaboration with University College helped shape the campus's First-Year Experience courses. Librarians engage in curriculum mapping; this scaffolded approach has enabled librarians to teach students IL concepts at point of need from first through senior-

year. Following the implementation of this program, librarians have been able to reduce the number of instructional visits to 100 and 200 levels while increasing the visits to 300, 400, and graduate-level courses. Further, librarians provide support to IUPUI's online programs through the University's learning management system, Canvas, and through online consultation.

In addition to direct course collaboration, librarians consistently contribute to campus discussions on undergraduate education. Associate Dean of Educational Services Bill Orme is a member of the campus Undergraduate Affairs Committee, which is engaged in leading undergraduate curricula from across all schools conferring undergraduate degrees. Librarian and Archivist Angela White served on the taskforce to revise the [Profiles of Learning for Undergraduate Success \(IUPUI+\)](#), which serve as the basis of the undergraduate curriculum.

### **Support for IUPUI Students**

In addition to engagement in the curriculum, IUPUI University Library provides data-driven support to IUPUI students with our outreach initiatives, learning spaces, technology, and employment opportunities.

### I ♥ UL

IUPUI University Library staff have developed an outreach program that has a direct influence on the Library's institutional effectiveness, collections, and space—I ♥ UL. Willie Miller, Informatics & Journalism Librarian and Campus Outreach Librarian, conceived this award-winning program in 2011 as a means of finding out, quite simply, what students liked about the Library and what they wanted to change. In this program, students post anonymous notes describing something they like or dislike about the Library during the month of February. The data provide a broad, longitudinal view of student perceptions of the Library. The Library puts forth a significant amount of effort in analyzing the notes to spot trends and makes changes, which include new library services, modification of programs, and streamlining procedures.

### Library Renovation

Since 2014, there had been a trend in I ♥ UL data indicating rising displeasure with the Library's physical spaces. Library staff worked together to further investigate with a series of studies on the Library's physical space. The preliminary results of this research along with the years of I ♥ UL data helped inform a proposal for a library renovation. Campus and University administration invested \$1.75 million in the project to renovate the Library's third and fourth floors, which are the main study spaces in the building.



The renovation increased the Library's capacity for informal learning by adding 400 new seats in addition to new desks, study tables, and nooks for both collaborative and private study. It expanded collaborative study space by creating nine new open study rooms, adding new flexible group seating arrangements, and more white boards. The new design improved the quality of quiet study spaces by creating new group quiet rooms and adding co-study work spaces to the quiet floor. In addition, it attempted to satisfy the increasing needs for power by adding more than 400 traditional and USB electrical outlets.

### Technology Support

Since opening the doors of its current location in 1993, the IUPUI University Library has been one of the most technologically innovative academic libraries in the country. It continues that tradition today by providing IUPUI students and the larger community with opportunities to integrate new and emerging technology into their learning experience. The Library maintains and offers access to more than 350 computing stations and a wide variety of other technology, which are vital to IUPUI students. Two important recent programs are the 3D Printing Studio and the Virtual and Augmented Reality Lab. The 3D Printing Studio makes 3D services more widely available on campus by offering in-depth consultations to students, faculty, and staff and low-cost printing. The Virtual and Augmented Reality Lab is a popular space for campus users to explore VR and test VR/AR games.

### Student Employment

Year over year, around 30% of the Library's staff are part-time student employees coming from programs all across campus. In that group, 30% benefit from work-study support, an indicator of significant unmet financial need among our students. In addition to a wide range of part-time hourly positions that support library operations, external support from the community has enabled the Library to develop a number of unique experiential learning opportunities for students. In the past year, the Library has focused considerable attention to its program of student employment with the goals creating high-impact experiences for students and centering the Library as the premier employer on campus.

## **Commitment to the Community**

### Special Collections

#### *University Archives*

The University Archives support the academic work of the campus, providing materials and archival instruction including courses in Physical Education, History, and Museum Studies. Students use photograph collections to construct 3D images of campus buildings torn down decades ago. Faculty use the collections to document the history of the IU School of Medicine, the Herron School of Art, the Normal College of the American Gymnastic Union, and more. The IUPUI 50th anniversary celebration has also given library student employees more opportunities to participate in digitizing the Library's vast collection of campus photographs.

#### *Philanthropy*

Over the last 30 years, the Ruth Lilly Special Collections & Archives has developed philanthropy collections that support study of the field locally through the Lilly Family School of Philanthropy and more widely through reference and digital outreach. The 25,000 volumes and electronic resources of the Joseph and Matthew Payton Philanthropic Studies Library support the manuscript collections, which include records of local and national nonprofit organizations, including National Future Farmers of America, Kiwanis, and Junior Achievement. In addition to manuscript collections, Special Collections is home to an extensive information resource on private foundations, including annual reports going back

to 1900 and Forms 990-PF from 1971 to 1997. As the only major research collection about philanthropy in the US, the Library has provided wide access through digital collections. PRO: Philanthropy Resources Online includes old editions of Giving USA, the Philanthropy Monthly, and historical monographs that may not be readily available elsewhere.

### *Herron Art Library*

The [Herron Art Library](#) offers a rich history of over a century of service to patrons conducting research in the visual arts. The library first opened its doors to the museum staff and students of the John Herron Art Institute in 1906, located at 16th and Pennsylvania streets. Today, the library resides in the IUPUI Herron School of Art and Design and is a full-service branch library of IUPUI University Library. The Herron Art Library provides collections and services in support of the academic work of the art school, aligned with the strategic priorities of the main library. The Herron Library continues its record of commitment to serving the residents of Indiana, visiting scholars, and, is actively engaged with producing digital collections that tell story of the cultural heritage of Indianapolis. The library is also home to a growing and notable Fine Press/Book Arts collection approaching 1,000 items.

### Digital Collections

IUPUI University Library was an early adopter of digital imaging technology, applying traditional library and archiving skills of selecting, organizing, describing, and preserving to digital content. With civic engagement at the core, the Library's Center for Digital Scholarship partners with local museums, historical societies, archives, and public libraries that have unique collections but no means by which to make them digital. To date, the Library and IUPUI faculty have collaborated with over 40 Indiana institutions to share their unique stories with the world. A few of the Library's most notable partners include: the Indianapolis Recorder Newspaper, the Indianapolis Children's Museum, and the Indianapolis Motor Speedway.

In 2017, the Library received the James J. Bradley Distinguished Service Award presented by the Society of Automotive Historians, recognizing exemplary efforts in preserving motor vehicle resource materials through its Motor Speedway Collections. Since 2006, the Library has received over \$1,000,000 from national and local funding agencies to preserve and provide access to the historic records of Indianapolis.



The Library has used the generous support of the Indianapolis Foundation Library Fund to create digital collections and support digitization projects. The Library has also secured funding from Library Services and Technology Act Grants (LSTA) administered by the Indiana State Library to digitize materials important to Indiana history. In addition to these local grants, in 2017, an IMLS Leadership grant was awarded to Virginia Tech in collaboration with IU Bloomington, IUPUI, and the University of Oklahoma to develop a roadmap and white paper for library adoption of Three Dimensional (3D) and Virtual Reality (VR) services to support new ways of interacting with digital content.

### 3D Digitization

Building on the Library's national reputation for community-engaged, 2D digitization, the Library's Center for Digital Scholarship sought to develop equally robust collections for 3D objects. The Library has scanned a variety of cultural objects and spaces for both preservation and re-application purposes, including items from the Benjamin Harrison Presidential Museum, the American Red Cross, the Madam C.J. Walker Theatre, and more. As a nationally-recognized leader in this area, the Library has partnered with several other universities to lead the development of an IMLS-sponsored roadmap for libraries implementing 3D and virtual reality services in their institutions.

## **Indiana University-Purdue University Indianapolis (IUPUI)**

### **IUPUI Mission**

Indiana University–Purdue University Indianapolis (IUPUI), a partnership between Indiana and Purdue Universities, is Indiana’s urban research and academic health sciences campus. IUPUI’s mission is to advance the state of Indiana and the intellectual growth of its citizens to the highest levels nationally and internationally through research and creative activity, teaching and learning, and civic engagement. By offering a distinctive range of bachelor’s, master’s, professional, and Ph.D. degrees, IUPUI promotes the educational, cultural, and economic development of central Indiana and beyond through innovative collaborations, external partnerships, and a strong commitment to diversity and inclusion.



### **IUPUI Overview**

IUPUI is Indiana’s urban research and academic health sciences campus and a national leader in life sciences research, civic engagement, service learning, and first-year experiences. Created in 1969 as a partnership between Indiana and Purdue Universities and a core campus of Indiana University, IUPUI is one of the seven campuses of Indiana University.

From the start, IUPUI was designed to be an integral part of a revived Indianapolis, the state capital and now the 14<sup>th</sup> largest city in the nation. Many separately located schools were gathered to form a new campus on 512 acres immediately adjoining a lively downtown, three blocks from the state capitol and next to an area that is home to museums, a zoo, and NCAA headquarters. IUPUI has been a major contributor to the city’s ascendency, just as the city’s cultural development, high quality of life, and reasonable living costs have helped IUPUI attract outstanding faculty, staff, and students.

In 2016, IUPUI was ranked 16<sup>th</sup> nationally in *US News and World Report’s* new measure of institutions’ commitment to undergraduate teaching. With nearly 30,000 students and more than 2,800 faculty, \$435 million in research expenditures, and a \$1.5 billion operating budget, IUPUI is one of the Midwest’s largest research campuses as it celebrates its 50<sup>th</sup> year. IUPUI has won national awards for its health and life sciences programs, first-year experience, learning communities, service learning, international partnerships, diversity efforts, and [outcomes assessment](#).

IUPUI is a comprehensive campus of 17 schools, 2 colleges, and 2 regional education centers. About half of the campus’s faculty are clustered in the health sciences – medicine, dentistry, nursing, health and rehabilitation sciences, and social work. Several schools – Business and Informatics & Computing, for

example – operate jointly on Indiana University’s Bloomington and Indianapolis campuses. Two schools – Science and Engineering & Technology – grant Purdue degrees, while all 17 schools also grant at least one IU degree. The IU School of Medicine, co-located with IUPUI, has a statewide reach with nine medical education campuses located in Bloomington, Evansville, Fort Wayne, West Lafayette, Muncie, Gary, South Bend, Terre Haute, and Indianapolis – its main campus. The Indiana University School of Dentistry is located on the IUPUI campus and is the only dental school in Indiana.

IUPUI is governed as a core campus of Indiana University, which has campuses in Bloomington, Richmond, Kokomo, Gary, South Bend, New Albany, Columbus, Fort Wayne, and Indianapolis. Indiana University is governed by a nine-member board of trustees, which meets six times a year on the campuses around the state. University President Dr. Michael A. McRobbie and the board of trustees appoint and supervise the leaders for each of Indiana University’s campuses. Dr. Nasser H. Paydar was appointed IUPUI’s chancellor in 2015 and serves simultaneously as executive vice president of Indiana University. He is IUPUI’s fifth chancellor, and has been an IU faculty member in addition to serving in various administrative and executive leadership positions since 1985. Chancellor Paydar has an 11-person cabinet, led by his second-in-command, Kathy Johnson, Executive Vice Chancellor and Chief Academic Officer. In keeping with its urban mission, a community Board of Advisors meets bimonthly with IUPUI officers. Click for more information about the [IUPUI Administration](#).

An elected Faculty Council has a central role in assuring faculty participation in IUPUI’s institutional governance. There is an active elected Staff Council, student government association, and various administrative councils. Once a month, the chancellor meets with the academic deans and vice chancellors as a group. A second monthly academic deans meeting is led by the executive vice chancellor and chief academic officer. The schools rely heavily on central facilities, such as the library and cross-campus IT services managed by Indiana University. Cross-school collegiality is enhanced by monthly deans’ meetings.

IUPUI’s enrollment of nearly 30,000 includes approximately 8,000 in graduate or professional programs. Of the undergraduates: 93% are Indiana residents, 56% are female, 26% self-classify as a domestic minority, and 4% are international.

The [IUPUI campus strategic plan](#), “Our Commitment to Indiana and Beyond,” reaffirms the campus’s mission as interconnected to the city of Indianapolis and the state of Indiana, as well as to continued national and global engagement to improve the quality of life in communities worldwide. The following strategic goals and objectives are identified:

- Promote undergraduate student learning and success;
- Increase capacity for graduate education;
- Transform online education;
- Optimize our enrollment management;
- Leverage our strengths in health and life sciences;
- Accelerate innovation and discovery through research and creative activity;
- Deepen our commitment to community engagement;
- Strengthen internationalization efforts;
- Promote an inclusive campus climate; and,
- Develop faculty and staff.

Building on the strategic plan, Chancellor Paydar recently launched the Welcoming Campus Initiative,

with the goal of transforming the physical environment and culture of the campus to make IUPUI a truly welcoming campus for visitors, students and employees alike.

The [Bicentennial Strategic Plan for Indiana University](#), approved by the Board of Trustees in December 2014, includes eight strategic priorities that will be addressed between now and IU's bicentennial in 2020. The plan provides a roadmap for IU's efforts to remain among the best public research universities.

### **Responsibility Centered Management (RCM)**

Indiana University is known nationally for its implementation of “responsibility centered management” (RCM), which it began in 1989. Virtually all tuition, research, and other revenues flow directly to academic units; IUPUI deans are responsible for generating and managing their revenue streams, including those for tuition, research, gift, and fee income. The ability to carry forward unspent operating dollars and reserve funds from year to year enables deans to engage in multi-year planning and budgeting. Likewise, at the campus level, IUPUI and its sister campuses bear responsibility for their own budgets and fundraising. Considered a support unit within this structure, the IUPUI University Library budget is funded through a tax to the revenue generating units.

### **Indianapolis**

Indianapolis, encompassing a metropolitan population of 1.9 million, is the 14th largest city in the nation and is the state's capital. This diverse city boasts a high quality of life, reasonable cost of living, and is also home to outstanding cultural institutions, several professional sports teams, and companies such as Eli Lilly & Co, Roche Diagnostics, and Dow AgroSciences.

Community engagement is built into IUPUI's curriculum and the campus is an integral part of the Indianapolis community. Its location in the heart of Central Indiana facilitates working closely with government, business, and other community organizations and enhances

collaboration in research, education, economic development, and numerous cultural initiatives. IUPUI is just blocks away from the Indiana Government Center, and adjacent to White River Park, home of the NCAA National Headquarters, the Indiana State Museum, the Indianapolis Zoo, and the Eiteljorg Museum.



## **The Opportunity**

The new Herbert Simon Family Dean of IUPUI University Library will be the first person to hold this named position. Through the generosity of the Herbert Simon Family Foundation, the Dean of the IUPUI University Library will have additional support for priorities beyond the daily operations of a library. This funding allows for further development of the Library's special collections, deepening community connections and partnerships, along with keeping the Library on the cutting edge of technologies in libraries. This investment is a testament to the strong connection of IUPUI and the City of Indianapolis and will allow it to deepen even further.

The Herbert Simon Family Dean will lead a nationally recognized academic library, will be an effective champion for the role of the library in pursuing the mission of IUPUI, will be an innovative thinker and leader for the future of libraries, will embrace change and be a change agent in the field, and will harness the strengths and commitment of the librarians, staff, and students to be the catalyst for a dynamic vision of the IUPUI University Library.

The Dean reports to Nasser Paydar, IUPUI Chancellor, through Kathy Johnson, the Executive Vice Chancellor and Chief Academic Officer of IUPUI. Given that the Library support academic programs at IUPUI and throughout the University, the Dean works collaboratively with the academic and administrative leaders on the IUPUI campus and throughout Indiana University. Reporting directly to the Dean are the Assistant Dean for Administration, Associate Dean of Collections, Associate Dean for Educational Services, Director of the Herron Art Library, Director of Development, and Assistant to the Dean.

The Herbert Simon Family Dean should possess the following qualities that align with the IUPUI University Library's mission which is derived from both the Indiana University and IUPUI strategic vision statements:

- **Inform the IUPUI campus and wider community of learners through educational resources, technologies and expertise.**
  - Qualities: communicate effectively, have a participatory approach to leadership, and advocate for the IUPUI University Library
- **Connect people with resources, services, and each other.**
  - Qualities: value diversity, equity, and inclusion; pursue intra- and inter-university collaboration; acknowledge the unite position of a public facing academic library in a complex university system
- **Transform the lives of community members by facilitating discovery, creativity, teach, learning, and research. The Library actively partners in the transformation of information to new and more accessible formats.**
  - Qualities: have innovative, strategic vision; make data informed decisions; cultivate and develop talent.

## Responsibilities

The Dean is the public face of IUPUI University Library and oversees strategic advancement in the areas of services, instruction, technology, personnel, fundraising, and budgeting. The responsibilities include, but are not limited to:

- Provide vision and leadership that aligns with IUPUI's strategic plan to librarian academic appointees and full-time staff
- Effectively plan and manage library resources, including a budget of \$10 million, to meet the current and future needs of the library and the campus, as well as provide support for strategic initiatives
- Collaborate with campus leadership, faculty and staff to advance IUPUI's teaching, learning and research missions through library instruction, resource delivery and access, the library's program of digital scholarship, and a wide range of other services to support research
- Provide leadership in the recruitment, mentoring and retention of a strong, service-oriented community of librarians and staff, including overseeing the promotion and tenure process for librarians
- Develop relationships with the University community and external partners to enhance library services, facilities, and programs, including overseeing the identification and cultivation of external funding support for the library
- Participate in the planning, policy-making and executive leadership of the University
- Support the campus' commitment to community engagement by providing services and access to the public, and through collaboration with Indianapolis organizations
- Create an inclusive, diverse and cohesive organizational culture that provides a positive environment for teaching and learning
- Position the library at the forefront of technological change, especially the provision and preservation of scholarly information, as well as open access to the scholarly record
- Foster a student-centered library environment that encourages collaboration and academic excellence
- Engage in professional activities within the University, across the state, region and nation in order to promote the work of the University Library and the reputation of IUPUI as a leading urban research institution
- Serve with 20 other deans and the IUPUI Chancellor's cabinet as a member of the Council of Deans
- Facilitate and promote the collection and analysis of data to drive decision-making in the library and assess programs and services

## Qualifications

Candidates for the Herbert Simon Dean of IUPUI University Library should demonstrate the following qualifications and traits:

### Required

- A master's degree in library or information science from an ALA-accredited program
- At least 5 years of upper-level leadership and supervisory experience in an academic library setting

- Qualifications for appointment at full Librarian rank, according to criteria documented in the Indiana University policies governing promotion and tenure
- Evidence of managing effectively in an academic environment, including experience in long-range planning and budgeting, as well as assessment of library services and oversight of performance management processes
- Demonstrated understanding of enterprise and networked systems for information management, digital preservation frameworks, and open source communities
- Distinguished record of librarianship, scholarship/creative activity, and service
- Active participation in state, regional, and national library and professional organizations
- A proven commitment to creating an inclusive environment that embraces diversity and that fosters community and mutual respect
- Experience in fundraising and strategic planning

#### Preferred

- Experience with strategic planning and collaboratively setting shared goals
- A strong understanding of responsibility centered management (RCM)
- Outstanding written and oral communication skills and the ability to listen, engage, negotiate, and persuade
- The ability to serve as an advocate for the Library to internal and external constituencies, including experience with development activities and relationship-building
- The capacity to work collaboratively with partner campuses
- Experience with supporting faculty research and building an infrastructure to support scholarship
- A commitment to support state-of-the-art online course delivery
- A history of proactive advocacy for social justice issues that impact vulnerable and marginalized communities
- A demonstrated ability to be collaborative, inclusive, and a strong team player

#### **Application Process**

To apply, please submit a letter of interest, CV, statement of leadership philosophy, and a list of 3-5 references to <http://indiana.peopleadmin.com/postings/7085>. Review of candidate materials will begin on **January 15, 2019**, and will continue until the position is filled. For more information about IUPUI, please visit <https://www.iupui.edu>; for more information about the IUPUI University Library, please visit <https://www.ulib.iupui.edu>. Questions regarding the position or application process should be directed to Stephen Hundley, Senior Advisor to the Chancellor and Professor of Organizational Leadership, 301 University Boulevard, Suite 4049, Indianapolis, IN 46202 or via email at [shundley@iupui.edu](mailto:shundley@iupui.edu).

*Indiana University is an equal opportunity and affirmative action employer, and a provider of American Disabilities Act services. All qualified applicants will receive consideration for employment without regard to age, ethnicity, color, race, religion, sex, sexual orientation or identity, marital status, national origin, disability status, or protected veteran status. Indiana University does not discriminate on the basis of sex in its educational programs and activities, including employment and admission, as required by Title IX.*

## **Appendix A: IUPUI Leadership**

### **IUPUI Chancellor Nasser Paydar**



Nasser H. Paydar is chancellor of Indiana University–Purdue University Indianapolis (IUPUI) and executive vice president of Indiana University. An IU faculty member for more than 30 years, he has held various administrative and executive leadership positions at the university. Paydar joined IUPUI in 1985 as an assistant professor of mechanical engineering in the School of Engineering and Technology. From 1989 to 2003, he held a number of positions in the school, including chair of the Department of Mechanical Engineering, associate dean for graduate programs, associate dean for academic programs, and executive associate dean. In 2004, he became vice chancellor and dean of Indiana University–Purdue University Columbus, a position he held for three years.

Paydar was appointed chancellor of Indiana University East in 2007, serving in that role until he returned to IUPUI in 2012, when he was named the campus’s executive vice chancellor and chief academic officer. He became IUPUI’s fifth chancellor in 2015, succeeding Charles R. Bantz.

### **Executive Vice Chancellor and Chief Academic Officer Kathy Johnson**

Dr. Kathy Johnson began serving as interim executive vice chancellor and chief academic officer of IUPUI in August 2015 and was appointed to the position permanently in July 2016. As executive vice chancellor and chief academic officer, Dr. Johnson plays a key leadership role in developing and guiding the implementation of IUPUI’s academic plans and programs. Additionally, she oversees the process for the recruitment, hiring, and advancement of faculty, including promoting the continued success of the campus’s efforts to increase the quality and diversity of its faculty.

Dr. Johnson joined IUPUI in 1993 as an assistant professor of psychology in the School of Science at IUPUI. From 2008 to 2011, she served as chair of the Department of Psychology. From 2011 to 2015, Dr. Johnson served as dean of University College and associate vice chancellor for undergraduate education.



## **Appendix B: Information Links about IUPUI**

For more information about IUPUI, please see the following web pages.

IUPUI Home Page: <https://www.iupui.edu/>

IUPUI Administration: <https://chancellor.iupui.edu/campus-leadership/index.html>

Office of the Chancellor: <https://chancellor.iupui.edu/>

Chancellor's Cabinet: <https://chancellor.iupui.edu/campus-leadership/cabinet.html>

IUPUI Deans: <https://chancellor.iupui.edu/campus-leadership/deans.html>

IUPUI Strategic Plan: <https://strategicplan.iupui.edu/>

Community Report: <https://communityreport.iupui.edu/>

Academic Affairs: <https://academicaffairs.iupui.edu/>

Institutional Research & Decision Support: <https://irds.iupui.edu/>

Research Development: <http://research.iupui.edu/>

Division of Student Affairs: <http://studentaffairs.iupui.edu/>

IUPUI University Library: <http://ulib.iupui.edu/>

Center for Digital Scholarship: <http://ulib.iupui.edu/digitalscholarship>

Ruth Lilly Special Collections and Archives: <https://ulib.iupui.edu/special>

Herron Art Library: <http://ulib.iupui.edu/herron>

Indiana University – Purdue University Columbus Library: <https://www.iupuc.edu/library/index.html>

## **Appendix C: Leadership at IUPUI**

Beliefs and Values that are critically important for leaders at IUPUI:

- IUPUI leaders must know, understand and value the mission of IUPUI, and this mission should always drive decision making with respect to student success, research excellence, and community impact.
- IUPUI leaders are guided by a strong belief in collaborating across disciplines to leverage institutional resources. They should be transparently collaborative (“I will give you all the information and insight needed and will provide as much help as I and my unit can provide”).
- IUPUI leaders are equity-minded; they should be able to identify patterns of inequity in student and faculty outcomes, and be willing to assume personal responsibility for effecting changes that will eliminate inequities.
- IUPUI leaders exemplify our shared commitment to a diverse and inclusive community—including our commitment to global education and research—as the foundation of the strongest academic community.
- IUPUI leaders utilize performance management processes to support and nurture IUPUI staff, and effectively communicate, collaborate and motivate staff in a manner that leverages campus resources.
- IUPUI leaders embrace our role as innovators in education and research and are willing to take reasonable risks to encourage positive evolution in both of those realms. Our leaders are innovative by necessity - the current way of doing things will not work for long on a dynamic campus like ours.
- IUPUI leaders understand and support the value of community engaged education and research and our role as an anchor institution within the city of Indianapolis.
- IUPUI leaders are trusted partners who make commitments that can be kept, and who keep those commitments.
- IUPUI leaders value and understand how to use high-quality data and information to improve student, staff, and faculty outcomes and to guide policy decisions.
- IUPUI leaders know the history of IUPUI and understand its relationship to IU and to Purdue University. They know and are sensitive to organizational complexities associated with core schools, clinical affairs, and university administration. While schools and units are typically the focus of leadership activities, our leaders value the notion of a “welcoming campus” and champion campus and university citizenship.
- IUPUI leaders value the fostering of student, staff, faculty and community democratic voice. Our leaders are committed to a democratic society as we harness the power of education in preparing its citizenry.

### What Does IUPUI Expect of Senior Leaders?

Strategic Vision	<ul style="list-style-type: none"> <li>• Each leader must develop a vision for the future of his or her area that is aligned with campus and university goals. To do this effectively, one must analyze issues and be able to imagine all of the aspects of a more idealized instance of the area – the leader needs to be able to see this and be guided by it continuously.</li> <li>• The leader must also be able to cultivate a shared vision among those he or she leads. To do this, one must have outstanding interpersonal skills. One must know your “base” and how to convince them to share this vision.</li> <li>• The leader must be able to engage in strategic planning and goal setting aligned with the vision.</li> <li>• The leader must be able to secure and allocate resources to support goal achievement.</li> </ul>
Dynamic Leadership	<ul style="list-style-type: none"> <li>• The leader must be able to structure the organization to help actualize the vision.</li> <li>• The leader must advocate for the unit.</li> <li>• The leader must achieve mission-related activities (quality teaching, research, service/engagement).</li> <li>• The leader must possess the courage to make tough decisions and to know when to say no.</li> <li>• The leader must cultivate relationships and communicate with team before and after change, and be able to convey both positive and negative feedback</li> <li>• The leader must generate resources.</li> <li>• The leader must be able to continuously assess what he or she is doing, and have the courage to admit having made a mistake.</li> <li>• The leader must be able to hold people accountable in order to sustain changes that are made.</li> <li>• The leader must help to cultivate a collegial environment and work to promote interdisciplinary efforts.</li> </ul>
Administrative and Operational Functions	<ul style="list-style-type: none"> <li>• The leader must manage resources (human, physical, fiscal, intellectual) effectively.</li> <li>• The leader must be able to cultivate and develop talent. Particularly in complex organizations, the leader must be able to hire well and surround him/herself with outstanding people.</li> <li>• The leader must promote diversity and effectively help to create an authentically inclusive climate within the unit.</li> <li>• The leader must ensure quality offerings of the programs and services of unit and be committed to continuous improvement.</li> <li>• The leader must be able to engage in development efforts (craft case statements, cultivate relationships with prospects; steward donors; supervise development officers; generate gifts and deepen donor relations).</li> </ul>
Personal Goals	<ul style="list-style-type: none"> <li>• The leader must maintain his/her own professional development.</li> <li>• The leader must model work-life balance.</li> <li>• The leader should be a good campus citizen and steward his/her role.</li> </ul>

**General Leadership Knowledge/Skills/Abilities/Traits**

Knowledge	<ul style="list-style-type: none"> <li>• technical/disciplinary expertise</li> <li>• knowledge of IUPUI and IU (and/or Purdue)</li> <li>• knowledge of professions in higher education</li> </ul>
Skills	<ul style="list-style-type: none"> <li>• communication</li> <li>• conflict resolution</li> <li>• planning</li> <li>• problem-solving</li> <li>• decision-making</li> <li>• goal setting</li> <li>• interpersonal skills</li> <li>• data literacy</li> </ul>
Abilities	<ul style="list-style-type: none"> <li>• analytical</li> <li>• good judgment</li> <li>• ability/capacity to think strategically and multi-dimensionally</li> <li>• ability to continuously analyze what you’re leading and make adjustments (e.g., ongoing SWOT analysis for your unit)</li> <li>• ability to lead change (need to know whether to force things vs. educate and empower others to do the work)</li> <li>• ability to select, orient, and train others (leaders, managers, employees)</li> <li>• ability to foster diversity and inclusivity</li> <li>• ability to cultivate external relationships (fundraising, employer cultivation, advisory board members)</li> <li>• ability to motivate others</li> <li>• ability to manage information</li> <li>• ability to build team</li> <li>• ability to promote change, risk-taking, innovation</li> <li>• ability to evaluate and improve performance</li> <li>• ability to “manage up” - discernment of which battles are worth fighting and which are not; sensitivity to individuals in power (making your wins their wins)</li> </ul>
Traits	<ul style="list-style-type: none"> <li>• high energy/drive</li> <li>• intelligence</li> <li>• solid emotional health/maturity</li> <li>• honesty/integrity</li> <li>• self-confidence</li> <li>• resilient</li> <li>• sense of humor</li> <li>• strong work ethic/hard work</li> <li>• humility</li> <li>• commitment to quality at all times</li> </ul>