

# SEARCH PROFILE:

DEAN OF THE UNIVERSITY LIBRARY



California State University  
SAN MARCOS

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**California State University, San Marcos invites applications and nominations for the Dean of the University Library. The University seeks a forward-thinking, bridge-building and student-focused leader to continue success in the next exciting chapter of the University Library.**

**Reporting directly to the Provost, the Dean provides leadership in furthering the role of the library as essential to the University’s academic mission. As part of a comprehensive university, the Dean leads the University Library in its support of the academic development of students into information literate, life-long learners, where students are active participants in the learning process. The Dean of the University Library is responsible for leadership, team building, strategic planning, and management within the library, and fosters collaboration and the creation of knowledge within the University community. In addition, the Dean of the University Library provides leadership in creating and sustaining equity, social justice, anti-racism, accessibility, and a diversity of voices throughout the organization and its programming and resources.**





## ABOUT THE UNIVERSITY

Since its founding in 1989 as the California State University's 20th campus, CSUSM has grown to serve over 16,000 students across its 43 bachelor's degree programs and 53 minors, 22 master's programs, 14 credential programs, and a joint doctoral program with UC San Diego. CSUSM's degrees span many disciplines including humanities, social sciences, biotechnology, nursing, and business, providing a superior academic and professional education. The main campus is located in San Marcos, just eight miles east of the Pacific Ocean and 35 miles from downtown San Diego. CSUSM also has a campus in Temecula that expands access to higher education in Southwest Riverside County.

CSUSM is ranked in the top 1% in the nation in CollegeNET's Social Mobility Index. As a comprehensive public university whose mission is student success, the campus prides itself on being an engine of transformative knowledge with dedicated teacher-scholars and staff working to holistically advance the academic, social, professional, and personal development of students across the student life cycle—through education, innovation, and community partnerships. A national model for student access and success, 53% of CSUSM graduates are the first in their families to earn a bachelor's degree. There are over 65,000 alumni, 8 in 10 of whom stay in the local community. Designated as a Hispanic-Serving Institution, the university is also home to a growing number of American Indian students, as well as the largest population per capita of military-affiliated students in the California State University system.

There are four colleges: (Science, Technology, Engineering & Mathematics; Business Administration; Education, Health & Human Services; and Humanities, Arts, Behavioral & Social Sciences). The most popular majors include Business Administration, Psychology, Kinesiology, and Computer Science. At CSUSM, Librarians are faculty. Of the 450+ full-time faculty, almost 300 are tenured and tenure-track. Collectively, the faculty share a mission of providing transformative educational opportunities and a strong commitment to student success.

The campus is part of the California State University (CSU) system, and most employees are represented by unions in a strong shared governance and collective bargaining environment. Librarians, psychological counselors and coaches are part of the California Faculty Association (CFA), and University Library staff are part of the California State University Employees Union (CSUEU).

### LAND ACKNOWLEDGEMENT

We acknowledge that the land on which we gather is the traditional territory of the Luiseño/Payómkawichum people. CSUSM and its surrounding areas are still home to the six federally recognized bands of the La Jolla, Pala, Pauma, Pechanga, Rincon, Soboba Luiseño/Payómkawichum people. It is also important to acknowledge that this land remains the shared space among the Kuupangaxwicheh/Cupeño and Kumeyaay and Ipai peoples.

### CSUM MISSION, VISION & VALUES

#### Mission

At California State University San Marcos, our mission is student success. As an engine of transformative knowledge, our community of dedicated teacher-scholars and staff holistically advance the academic, social, professional and personal development of students across the student life cycle, through education, innovation and community partnerships.

#### Vision

California State University San Marcos will be a national leader of social mobility, transforming lives, families and communities. As the first-choice university for first-generation students and future generations, we will drive intellectual engagement, innovation and sustainability for a diverse, global society. Our exemplary academic programs will respond to societal needs and prepare students to be tomorrow's socially just leaders and change makers.

#### Values

California State University San Marcos is an academic community dedicated to the values of:

- Intellectual Engagement
- Student Success
- Inclusive Excellence
- Culture of Care
- Innovation
- Community Engagement
- Stewardship of Resources
- Sustainability & Climate Justice





## STUDENTS

Students at CSUSM represent the diversity of the region. Three-quarters of the student population is under 26 years of age. They come mostly from the San Diego and Southern California region. In addition, students are represented from 39 additional states and 47 additional countries.

The beautiful campus includes three residential options for students (North Commons, Quad and University Village). Twelve percent of the total student population lives on campus. Students enjoy over 100 clubs and organizations and 25 Greek Life chapters. Students are represented through the Associated Students, Inc., an important part of campus life that provides advocacy, services and programs in an auxiliary model. Athletics is Division II, part of the California Collegiate Athletic Association. There are six men's sports and seven women's sports. CSUSM's collegiate mascot is the Cougars.

### STUDENT DEMOGRAPHICS

American Indian alone.....	0.3%	American Indian alone or in combination .....	3.3%
Asian or Asian		Asian or Asian American alone or in combination .....	16.0%
American alone.....	9.5%	Black or African American alone or in combination ...	7.6%
Black or African		Hispanic or Latinx alone or in combination .....	50.4%
American alone.....	3.8%	Pacific Islander alone or in combination .....	1.4%
Hispanic or Latinx .....	50.4%	White alone or in combination .....	45.1%
Pacific Islander alone .....	0.3%	Two or more.....	24.5%
White alone.....	25.6%	Non-citizen/non-resident..	1.2%
Two or more, non-Hispanic.....	5.9%		
Non-citizen/non-resident..	1.2%		





IN THIS  
CLASSROOM,  
THERE ARE  
NO WALLS.

## THE UNIVERSITY LIBRARY

The University Library is a central hub of University engagement, dedicated to fostering life-long learning and information literacy for the student population and to supporting faculty colleagues in a collaborative and engaged academic learning environment. The library's official name is the CSUSM University Library, and its building is Kellogg Library. Kellogg Library is named after Keith Kellogg II, the grandson of the cereal company founder.

This is an exciting time to join the University Library as its next leader. The incoming Dean will find an engaged team, a thriving and participatory organizational climate, and a culture of mutual support. The Library is known for its student-focused, inclusively-minded innovation and is highly regarded on campus and within the CSU system as an effective partner. The University Library faculty are active participants in the life of the campus, serving in leadership positions in Academic Senate and involved in numerous initiatives. There are 17 tenure track faculty, 3 lecturers, 31 staff, and 40 student assistants whose commitment to excellence is evident and valued.

The physical size of the collection is approximately 250,000 items, and there are over 1.4 million online and shared resources available at CSUSM through the CSU "core collection" and local subscriptions. The University Library has several collections endowments that provide additional support for Library materials as well as Special Collections.

The library is one of the largest in the CSU system. Constructed in 2004, Kellogg Library is five stories and over 200,000 square feet, with 44 high-demand group study rooms and a seating capacity of over 1,250. Actively managed over its two-decade lifespan, the majority of Kellogg Library has been refreshed with new furnishings and amenities within the last 10 years including a new Hybrid Learning Lab (2020) and makerspace, the Makery (2024). The central stairwell features a flagship mural by Colombian-

American artist Jessica Sabogal, titled "In This Classroom There Are No Walls" (2019), which portrays empowering portraits of six former CSUSM students. Kellogg Library shares its facilities with several building partners including the Faculty Center, Instructional and Information Technology Services, and Project Rebound.

### UNIVERSITY LIBRARY VISION, MISSION & VALUES

#### Vision

The CSUSM University Library will be a recognized knowledge hub for our region, fostering interdisciplinary creativity and innovation. Leading inclusively with compassion, we will evolve sustainably to meet the needs of our communities.

#### Mission

The University Library is an integral partner in teaching, learning, research, and outreach at CSUSM. With our diverse communities, we actively collaborate to ensure inclusive access to dynamic resources, responsive services, and welcoming spaces that meet changing user needs. We facilitate students' holistic success through connection, critical information literacy, and lifelong learning, creating engaged members of local, regional, and global communities.

#### Values

As the CSUSM University Library, we value:

- Equity, social justice, anti-racism, accessibility, and a diversity of voices
- Student learning
- Compassion
- Innovation
- Open and free access to information
- A person-centered focus
- Our library employees
- Engaged partnerships

## THE UNIVERSITY LIBRARY (CONT.)

Library Departments include the following: Discovery, Access, Resources & Technology; Library Administration; Special Collections; Teaching and Learning; and User Services. The University Library is actively growing its Special Collections and is presently planning for a significant expansion of Special Collections' physical footprint with plans for a modern reading room, instruction space, and gallery.

Engagement with donors and community connections is an important aspect for the incoming Dean. The Advancement team has a designated liaison to the University Library, and a new capital campaign is beginning, with the expectation that the University Library will be a key player.

Serious applicants are advised to visit the University Library [website](#) to gain an appreciation for the extensive programs and services offered.

The [University Library Strategic Plan](#) charts a path for increased innovation, student success, access, user-focused practices, outreach, and a culture of compassion and justice. The incoming Dean will be critical in ensuring that this plan realizes its full potential and can be adapted to respond to emerging issues. The Plan has been informed by careful data collection, user surveys, and internal needs assessments.

The University Library enjoys strong support from academic units and partners across campus. With core values of equity, social justice, anti-racism, accessibility, and diversity, the University Library recently has been recognized for excellence in these areas via a 2024 Insight in Higher Education Library Excellence in Access and Diversity (LEAD) award. Innovation is part of the University Library's vision, and this has resulted in the creation of creative spaces for student work (such as Zoom rooms) and a new makerspace, named the Makerspace by a popular vote of CSUSM students.







## DEAN OF UNIVERSITY LIBRARY

The Dean serves as the chief administrative officer for the University Library.

The next Dean will find an engaged team of faculty, staff and students who are passionate about helping students become life-long learners and full participants in university life and supporting their faculty colleagues in ensuring relevant and innovative teaching tools and research resources.

The Dean is responsible for the overall strategic outlook of the University Library, leadership of all personnel, and stewardship and management of all resources. The Dean directly supervises the Associate Dean, Administrative Support Coordinator, Public Affairs/Communications Specialist, and the University Library Faculty (tenure track and lecturer). The Associate Dean portfolio includes supervision of staff and student workers, as well as budget, facility, and operations responsibility in concert with the Dean.

### PRIMARY DUTIES

A brief description of the primary responsibilities for the Dean include the following:

**Leadership/Management:** Acting as a change champion, the Dean leads courageously to address and prevent issues, as well as to move new initiatives forward. This importantly requires transparent communication. The Dean creates an environment that empowers employees, investing in their professional development, promoting a culture of respect and support, and demonstrating a commitment to creating and sustaining a diverse workforce. The Dean effectively stewards the resources of the University Library.

**Strategic Planning:** The Dean works collaboratively to recommend, create, communicate, and implement long and short-term strategic planning, ensuring that the University Library's goals align with the mission of the University.

**University/Community Partnership:** The Dean ensures that the Library delivers thoughtful and effective services to the campus community, anticipating partner/stakeholder needs and working collaboratively. The Dean demonstrates commitment to diversity. It is important for the Dean to establish strong working relationships and develop consensus with internal and external partners.

**Functional Oversight/Management:** Overseeing the effective management of all operations with the University Library, the Dean leads a high-functioning team and is a critical member of various University initiatives. The Dean ensures fiscal stability and effective allocation and oversight processes. The Dean ensures that the University Library is committed to engaging as active participants in the learning process. Encouraging partnerships across the University and in the community, the Dean works with librarians, as they contribute as faculty to the contemporary learning environment in higher education. This includes working collaboratively with University Advancement and Community Engagement staff to establish community partnerships, to pursue external funding opportunities, and to develop and maintain engage fundraising and advisory councils. The Dean leads the implementation of appropriate emerging trends in higher education and in university libraries, such as pedagogy of information literacy, scholarly communication, curriculum-driven collections, special collections, and teaching and learning technology. The Dean supports the faculty and staff and is responsible for evaluating the University Library faculty for retention, tenure, and promotion. The Dean provides leadership in creating and sustaining a library that is committed to diversity, inclusive excellence, access, and educational equity in higher education.



# DEAN OF UNIVERSITY LIBRARY (CONT.)

## KNOWLEDGE, SKILLS, AND ABILITIES

The successful candidate will possess highly developed knowledge, skills, and abilities:

### Leadership /Vision

- Commitment to CSUSM's mission and goals as a student-centered university dedicated to teaching excellence and active learning with a university first perspective and a customer focused strategy.
- Ability to establish a clear and understandable vision for the library as an essential component of the University's academic mission.
- Engage the university community in the implementation of the vision, and build the operational components to execute the vision.
- Ability to lead and enable groups of people to face challenges and achieve results in complex conditions.
- A commitment to diversity, inclusiveness and access in all areas of the university.

### Management/Conflict Resolution / Problem Resolution / Initiative / Continuous Improvement

Successful experience managing a complex organization.

- Experience building and managing an effective world-class team dedicated to organizational goals and high performance.
- Experience with directing, supervising, motivating and inspiring others; measuring the performance of people, teams and organizations, and assessing performance and progress.
- Familiarity with collective bargaining and administering corrective action as appropriate in a collective bargaining environment.
- Ability to develop and support on-going learning and professional development for staff, managers and emerging leaders.
- Ability to lead courageously by addressing difficult issues.
- Ability to prioritize and handle issues based on sense of urgency and importance of the issues.
- Ability to ensure confidentiality around sensitive issues.
- Ability to initiate and support innovation with creativity, openness to change, flexibility, responsiveness, and future focus.
- Ability to apply quality management techniques of continuous improvement and employee involvement to assess and improve services, promote campus culture and build teams.
- Ability to identify current and future challenges and propose and implement effective solutions.
- Experience making effective decisions with sound analytical ability, good judgment and strong operational focus.

### Communication

- Excellent oral and written communication skills.
- Ability to communicate effectively and with purpose to a variety of audiences.
- Successful negotiation and persuasion skills.

### Strategic Planning/Goal Setting

- Experience in strategically supporting growth and/or change.
- Experience creating and implementing long and short term goals.
- Experience in determining and coordinating resource allocations.
- Ability to collaborate with multiple entities to plan and accomplish the objectives set forth in the university's strategic master plan, coordinating ongoing multiple large and complex projects from conception to completion in a centralized and highly regulated environment.
- Ability to lead operational and strategic planning efforts and to supervise action plans to achieve organizational change and strategic initiatives.
- Ability to find solutions that result in prudent decisions, to promote mutual satisfaction and positive action, and to develop imaginative approaches to achieve individual, unit and institutional strategic initiatives.
- Ability to apply forward-thinking and creative thought with high ethical standards to develop strategic vision.

### Teamwork/Collaboration

- The ability to work effectively and build strong alliances internally and externally with a broad range of individuals to bring the University community together around shared goals.
- Ability to recognize, understand, and appreciate different roles across the institution.

### Functional Area Expertise

- Knowledge and understanding of emerging trends in higher education and in university libraries, including pedagogy of information literacy, scholarly communication, curriculum-driven collections, and the technology of teaching and learning.
- Highly developed financial, strategic planning, and assessment skills, including the ability to evaluate and utilize data in planning and decision-making.
- Substantial experience in planning, budgeting, management and evaluation of programs and personnel.
- Strong understanding of the instructional role of librarians as faculty who contribute to the contemporary learning environment in higher education.
- Supports professional development Library faculty and staff, and the tenure and promotion processes for Librarian faculty.
- Be a strong advocate for student success.
- Be able to work effectively with diverse populations.
- Have a strong commitment to access in library programs.
- Be able to build effective strategic alliances internally and externally.



## QUALIFICATIONS

### REQUIRED QUALIFICATIONS

1. ALA accredited master's degree or its equivalent.
2. Five (5) years of progressive administrative experience in university libraries, with a minimum of one (1) year leading and/or supervising the work of others; or an equivalent combination of education and experience.
3. Demonstrated leadership experience and evidence of past initiatives implemented at an academic or research library.
4. Demonstrated understanding of the role of the library in providing scholarly resources, data, and/or digital collections in support of teaching, learning, scholarship, and student success.
5. Strong record of educational and scholarly achievement.
6. Strong record of progressively responsible engagement in a professional association.

### Preferred Qualifications

1. Demonstrated ability to provide leadership and experience in a collective bargaining environment and/or knowledge of the California State University policies and procedures.
2. Demonstrated commitment and ability to advance the University's goals in the areas of diversity and inclusive excellence.
3. Work experience in public higher education.
4. Evidence of the Knowledge, Skills and Abilities described above.

### PROCEDURE FOR CANDIDACY

California State University, San Marcos is being assisted by Academic Search, Inc. Prospective candidates and nominators may arrange a confidential discussion with senior consultant Stacey Morgan Foster, JD, at [stacey.foster@academicsearch.org](mailto:stacey.foster@academicsearch.org). For additional information about CSUSM, please visit <https://www.csusm.edu>.

Applications should be submitted electronically to [CSUSMLibrary@academicsearch.org](mailto:CSUSMLibrary@academicsearch.org) and must include a cover letter that addresses the expectations outlined above, a curriculum vitae, and a list of five professional references

with contact information, including telephone and email, and a notation indicating the candidate's working relationship with each. References will not be contacted without the explicit permission of the candidate. Semi-finalists may be asked to submit a diversity statement, the details of which will be shared at that stage. This position is open until filled, **but only applications received by August 5, 2024, can be assured full consideration.**

### COMPENSATION

Classification: Management (MPP) IV, Administrative, At-Will, Full Time, 12-Month

Classification Salary Range: \$9,625 to \$30,896 per month

Anticipated Hiring Range: \$16,583 to \$18,333 per month commensurate with qualifications and experience

### OTHER

- The person holding this position is considered a 'mandated reporter' under the California Child Abuse and Neglect Reporting Act and is required to comply with the requirements set forth in CSU Executive Order 1083 as a condition of employment.
- This position is subject to a background check including, but not limited to, employment verification, education verification, reference checks and criminal record checks. Failure to satisfactorily complete the background check may affect the application status of applicants or continued employment of current CSU employees who apply for the position.
- This position is a "designated position" in the California State University's Conflict of Interest Code. The incumbent in this position is required to file Conflict of Interest forms subject to the regulations of the Fair Political Practices Commission. This position is required to file the Form 700 under disclosure category 2.
- Must participate in required campus trainings including, but not limited to, Sexual Harassment Prevention training "EDU Supervisor: Anti-Harassment, Discrimination, Retaliation"; Information Security Awareness Training; and Sexual Violence Awareness and Prevention "EDU: Eliminate Campus Sexual Misconduct".



# ABOUT ACADEMIC SEARCH

Academic Search is assisting California State University, San Marcos in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute.

