



## **Opportunity and Challenge Profile**

*Search for the Donald and Delpha Campbell Dean of Libraries  
Corvallis, Oregon*

Oregon State University (Oregon State or OSU), a public doctoral research institution and Oregon's land-grant university, invites applications and nominations for the Donald and Delpha Campbell Dean of Libraries. This is a rare opportunity for a gifted and experienced library administrator to join a dynamic community of scholars, faculty, and staff at a significant moment in the history of the institution. The Dean will work to further center the Libraries as physical and intellectual hubs on the campuses. The ideal candidate will play a crucial role in positioning the Oregon State University Libraries as a model for faculty collaboration, student success, and innovative knowledge management. The Dean of Libraries also oversees the Oregon State University Press.

The Valley Library on the Corvallis campus, the Guin Library at OSU's Hatfield Marine Science Center in Newport, and a distinguished scholarly press constitutes robust library collections and services to help students, faculty, staff, and community researchers meet their academic goals, enrich their learning, and fortify their ties to OSU, Oregon, and the Pacific Northwest. The Dean will be afforded the opportunity to chart a new path for the Libraries, establishing stronger partnerships with university and community collaborators while upgrading technologies and enterprise systems. The Dean will inherit a dedicated and talented faculty and staff that is deeply committed to serving a diverse student body while continuing to generate impactful scholarly contributions. As Oregon State welcomes its community back to its campuses in the wake of the COVID-19 pandemic, the role of the OSU Libraries as the academic heart of the institution has never been more important.

OSU's main campus is located on 400 acres in Corvallis, Oregon, about 90 miles south of Portland. Oregon State has a growing second campus—OSU-Cascades—in Bend, Oregon, as well as the Hatfield Marine Science Center in Newport, a new facility in downtown Portland, 14 Agricultural Experiment Station sites, and 36 county Extension offices. Its presence extends to all of Oregon's 36 counties, and it provides online education worldwide through its highly ranked Ecampus. Oregon State continues to experience steady enrollment growth. The university enrolls approximately 33,000 students, over 23,000 of which are enrolled at the main campus in Corvallis. OSU is one of only two universities in the country to hold the Land, Sea, Space, and Sun Grant designations.

The Donald and Delpha Campbell Dean of Libraries works closely with central administrators, college deans, faculty, students, staff, and community members to enhance knowledge access and management across the university. To be successful, the ideal candidate will address a set of key opportunities and challenges, listed below and detailed in this document. The Dean of Libraries will:

- Establish and execute a vision to increase the impact of the Libraries across the university;
- Further center the Libraries as physical and intellectual hubs for research, teaching, and public engagement;
- Continue to ensure transparency and accountability in budget management and resource allocation;
- Center issues of equity, diversity, and inclusion in the culture of the Libraries;
- Further enhance partnerships across the university;
- Continue to develop, demonstrate, and support best practices for data management and preservation, accessibility and privacy of information and knowledge;

- Advocate and build relationships on behalf of OSU in the community and in other appropriate professional settings.

A list of the desired qualifications and characteristics of the Dean of Libraries can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

### **About OSU Libraries and Press**

OSU Libraries are dedicated to serving the students, faculty, and staff at Oregon State University by enhancing and supporting the university's instructional and research programs with traditional and innovative services and collections. OSU Libraries are deeply committed to student access and success, and features an Undergraduate Research and Writing Commons, collaborations with Student Multimedia Services, and partnerships with the [Human Services Resource Center](#). OSU Libraries also offers statewide access to information via [Oregon Explorer](#). Each year, OSU Libraries and Press puts out an impact report. The [Impact Report 2019-20](#) largely focuses on the rapid and sustained response to the pandemic, which ensured that OSU's students, faculty, and staff had access to the tools and resources they required to continue their academic journey.

The [Valley Library](#) is situated in the heart of the OSU main campus and offers a variety of resources and partnerships to meet the needs of students. These include collaborations with the Writing Center, the Graduate School and the Graduate Writing Center (Graduate Student Commons), and robust science tutoring services. The Valley Library is consistently noted as "The Best Place to Study" on campus, and individual and group study spaces can be found on each of its six floors.

The OSU Libraries Special Collections and Archives Research Center (SCARC), a department within the Valley Library, maintains extensive records, manuscripts, and photographs pertaining to the history of Oregon State as well as a number of archival and book collections, most of which focus on the history of 20th-century science and technology. Collections include the well-known Ava Helen and Linus Pauling Papers, the popular Oregon Hops and Brewing Archives, and the Oregon Multicultural and OSU Queer Archives. The Valley Library also shares its building with Student Multimedia Services and Ecampus, enhancing each other's services and making collective decisions to seamlessly support students' success.

The [Marilyn Potts Guin Library](#) in Newport, Oregon houses the research and teaching collection of Oregon State University's Hatfield Marine Science Center (HMSC). HMSC plays a key role in the OSU Marine Studies Initiative, which is expanding curricular and research collaborations related to marine issues across the sciences, humanities, social sciences, and the arts. These new collaborations are leading to opportunities for the Guin Library to reimagine their spaces, services, and collections. The collection has traditionally covered a broad range of marine-related topics including fisheries, aquaculture, oceanography, geology, environmental studies, and biology. Particular attention is paid to collecting material on marine fisheries, marine mammals, and information specific to the Northeast Pacific Ocean. Researchers, students, and staff use traditional and electronic tools to access both the local and main campus collections as well as resources throughout the world. Involvement in regional and international consortia adds richness to the available services and resources.

Founded in 1961, the [OSU Press](#) is a scholarly publisher with distinguished books in several academic areas from environmental history and natural resource management to Indigenous studies. The OSU Press publishes exceptional books about the Pacific Northwest, including its people and landscapes, its flora and fauna, and its history and cultural heritage. Publishing an average of 20 books annually, the Press has played

a vital role in the region's literary life, providing readers with a better understanding of what it means to be an Oregonian. The Oregon State University Press Faculty Editorial Board consists of nine faculty members from OSU and other institutions in the state.

While not under the purview of the Dean, the [OSU-Cascades Library](#) located in Bend, Oregon, serves the growing OSU-Cascades campus and provides a variety of individual and collaborative study spaces and access to databases and materials across the University. Similarly, the McDowell Veterinary Library in Corvallis serves the students and faculty in the Carlson College of Veterinary Medicine.

The OSU Libraries and Press has a [2018-23 Strategic Plan](#) and progress is underway on a number of goals and priorities. These include emphasizing high quality service and expertise, building and strengthening relationships, rewarding experimentation and supporting continuous improvement, and practicing active and respectful stewardship. OSU and OSU Libraries have also put a priority on diversity, equity, and inclusion and the university has developed a [Diversity Strategic Plan 2018-23](#) that calls for each organization to develop its own diversity plans. OSU Libraries has made a multi-year commitment to become a more equitable and inclusive organization and is currently working with a consultant team to holistically examine the organization through the lenses of equity and sustainability. The library has also sponsored multiple professional development events in this area, and most library workers have engaged in training and other professional development on their own. OSU Libraries runs the [Diversity Scholars Program](#), which provides Master's in Library and Information Science students, particularly students of color, paid, hands-on experiences and mentorships in an academic library. The program is designed to help foster understanding and awareness of, and commitment to, social justice, inclusion, and multicultural awareness in the library and archives professions and create pathways for careers in academic libraries.

OSU Libraries formed the [Library Faculty Association](#) in 1998 to provide a setting for the discussion of issues in library and information science and higher education; promote and support library faculty research and scholarship activities; and provide a forum for the discussion of library faculty concerns on library and university issues and, when necessary, to advocate and publish positions on those issues. Classified staff make significant contributions to OSU Libraries and are represented by both a union-based body and the Classified Staff Association.

OSU Libraries is funded by multiple sources including university funds, grants and contracts, endowment payout from some faculty position endowments, and fundraising. In FY19, the budget was approximately \$15.2M. Over \$8.5M was spent on personnel and operations, \$1.1 on supplies and services, and almost \$5.5 on collections. Regular increases are provided to the materials budget to help meet the challenges of journal inflation and to support university researchers. OSU Libraries also receives regular allocations from Ecampus for library materials and services supporting online learners. OSU has come through the pandemic in better shape financially than expected and while there are uncertainties, the budget appears to be on a positive trajectory.

Philanthropic support of committed individuals and organizations is essential for OSU Libraries to achieve its mission. The Library Advisory Council, or the LAC, is the principal volunteer leadership group for OSU Libraries and is comprised of distinguished OSU alumni and friends who are committed to the mission and vision of the Libraries.

## **Role of the Dean of Libraries**

The Donald and Delpha Campbell Dean of Libraries serves as the senior leader for the OSU Libraries, integrating OSU Libraries and the OSU Press into the intellectual life of the university. The Dean is responsible for all operational areas and functions, including management of faculty, staff, budgets, and facilities; development and curation of collections; and coordination and delivery of services. The Dean

also plays an important external role by engaging faculty, lecturers, students, and administration; working collaboratively across the region with other library leaders and in various consortia; and cultivating fundraising opportunities with public and private sectors in support of the Libraries' programs. The Dean brings leadership and partnership to the Library Advisory Council, supporting appropriate fundraising, advocacy, and overall direction.

The Dean reports to the Provost and Executive Vice President through the Vice Provost for Academic Affairs. The Dean attends meetings of the Provost's Council of Deans and is an active participant in various aspects of institution-wide planning and policy development.

### **Key Opportunities and Challenges for the Dean**

In carrying out these broad duties, the Dean will be expected to address several key opportunities and challenges, as detailed below:

#### ***Establish and execute a vision to raise the prominence and impact of OSU Libraries across the university***

As the expert in how libraries can serve the university broadly, the Dean will play an important and visible role in the university community. The Dean will examine the effectiveness of the current strategic plan and chart a complementary short, medium, and long-term vision for a 21<sup>st</sup>-century library to play an even more integral role in supporting a complex R1 university, identifying gaps and actualizing solutions. Further, the Dean will leverage an elevated platform in librarianship, especially around open access, digital publishing, and data storage.

#### ***Further center the Libraries as physical and intellectual hubs***

By leveraging the individual and collective talents of faculty and staff, the Dean will advance OSU's overall research, teaching, and scholarship through multiple avenues, including enhanced access to online research and electronic data. The Dean will embrace OSU's large undergraduate population and be mindful of serving a diverse university, with a focus on expanding collaborative student space and maintaining access to critical support services. The Dean will further enhance archives, especially multicultural and Oregon-centric collections, and will also champion access and equity by embracing OSU's innovative and broad definition of scholarship.

#### ***Continue to ensure transparency and accountability in budget management and resource allocation***

The Dean will manage the budget through a lens of shared governance and transparency, seeking appropriate input from university and community partners. By examining individual workloads, the Dean will address recent staff turnover and will take efforts to return OSU Libraries to appropriate staffing levels. The Dean will delegate as appropriate, optimize space and other limited resources, take ownership of budget and management decisions, and serve as an effective advocate for the Libraries in the context of OSU's overall strategic goals and plans.

#### ***Center issues of equity, diversity, and inclusion in OSU Libraries' culture***

The Dean will work to ensure that issues of diversity, equity, inclusion, fairness, and justice are central to the mission of OSU Libraries and that the organization supports the university's broader strategic plans for supporting inclusive excellence. The Dean will take steps to recruit and retain a diverse workforce including staff, faculty, student employees and administration and to ensure that the community is welcoming and inclusive.

***Further enhance partnerships across the university***

The Dean will work to strengthen ties to individuals and units across the university, including schools and colleges and those involved with research, student success, online and distance learning, publishing, events and community engagement. The Dean will be a key partner in harnessing the collective strengths of OSU to thrive in a rapidly changing higher education environment and in development of innovative solutions for a new era of academic libraries and publishing. More broadly, the Dean will work to build the programs and training necessary to provide pathways to information literacy for students, staff, and faculty.

***Continue to develop, demonstrate, and support best practices for data management, preservation, accessibility and privacy across campus***

Data and privacy issues related to the Libraries and Press, addressing barriers to access, and efforts to build a university-wide research and data management system are all priorities that will command the Dean's attention.

***Build relationships on behalf of the libraries at OSU, in the community, and in other professional settings***

As the face of OSU Libraries and Press, the Dean will engage university partners, the larger OSU community, and Oregon to continue connections and partnerships. The Dean will collaborate with appropriate administrators and the OSU Foundation to lead fundraising efforts for OSU Libraries, including further development of the Library Advisory Council to fortify the library's link to parents, students, faculty, alumni, and community members. As a member of the Provost's Council of Deans, the Dean is charged to contribute leadership to university-wide goals and plans, while advocating appropriately for OSU Libraries' needs and priorities.

**Qualifications and Characteristics**

The successful candidate must have a record of academic and professional achievement appropriate for tenure and appointment at the rank of full professor in accordance with [OSU's Promotion and Tenure Guidelines](#). Additionally, the candidate will bring most, if not all, of the following professional qualifications, skills, experiences and personal qualities:

- Evidence of ability to serve as an effective leader and manager of an academic research library;
- Familiarity or engagement with scholarly publishing;
- Outstanding interpersonal and communication skills;
- Experience with a collective bargaining environment and faculty status for librarians;
- Evidence of a strong commitment to equity, diversity, and inclusion and a track record of instituting change to advance these principles;
- Commitment to professional development of library faculty and staff;
- Familiarity with various standards and best practices used in academic libraries today;
- Ability to be an effective, outgoing spokesperson and advocate for the libraries and the university;
- Excellent fiscal management skills;
- Ability to plan effectively;
- Experience working with a system or consortium of libraries;
- Experience in fundraising;
- Successful track record in promoting innovative and effective applications of technology to support, enhance, or replace traditional library services;

- Commitment to digital experimentation and partnership that enables the creation, archiving, and delivery of information;
- Commitment to create a climate where a diverse constituency of faculty, undergraduate, and graduate students are supported and served through the facilities and resources of the libraries;
- Track record implementing and supporting programs that promote student retention and success.

### ***Location***

OSU's main campus is in Corvallis, a community of 58,000 people located in the heart of western Oregon's Willamette Valley. Corvallis is 90 miles south of Portland and 36 miles south of Salem, the state capital. The Pacific Coast and the Cascade Mountains are nearby. Corvallis is a vibrant college town—WalletHub recently ranked it as the fourth best overall college city in America. The [Corvallis Imagine 2040](#) campaign demonstrates Corvallis's commitment to continuing to make itself a more livable, diverse community. Known for being an environmentally responsible town, Corvallis sits within easy access to Oregon's finest recreational and scenic areas: ocean beaches, lakes, rivers, forests, high desert, and the rugged Cascade Mountain and Coast ranges. OSU has a presence in every county of the state, including through OSU-Cascades in Bend, 14 Agricultural Experiment Station sites, 36 county Extension offices, the OSU Portland Center in downtown Portland, and the Hatfield Marine Science Center in Newport.

### **Applications, Inquiries, and Nominations**

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: <http://www.imsearch.com/7887>.



ISAACSON, MILLER

*Recruiting exceptional leaders  
for mission-driven organizations*

Julie Filizetti and Joe Kralick  
Isaacson, Miller  
1000 Sansome Street, Suite 300  
San Francisco, CA 94111  
Phone: 415.655.4900

*OSU commits to inclusive excellence by advancing equity and diversity in all that we do. We are an Affirmative Action/Equal Opportunity employer and particularly encourage applications from members of historically underrepresented racial/ethnic groups, women, individuals with disabilities, veterans, LGBTQ community members, and others who demonstrate the ability to help us achieve our vision of a diverse and inclusive community.*



## **Appendix I: About Oregon State University**

Founded in 1868, [Oregon State University](#) serves as Oregon's land-grant university and is the largest university in the state, serving more than 32,000 students, with more than 8,200 faculty, staff, and graduate assistant employees, and a \$1.3 billion annual budget. OSU promotes a collaborative, inclusive, and caring community that strives for equity and equal opportunity; creates a welcoming environment and enables success for people from all walks of life; and shares common, fundamental values grounded in justice, civility, and respect. The University is fully committed to ethnic, gender, and cultural diversity and believes in access to a quality affordable education for all qualified Oregonians.

OSU [offers](#) more than 200 undergraduate and approximately 80 graduate degree programs through its 11 colleges—Agricultural Sciences; Business; Earth, Ocean, and Atmospheric Sciences; Education; Engineering; Forestry; Liberal Arts; Pharmacy; Public Health and Human Sciences; Science; and the Carlson College of Veterinary Medicine. In addition, OSU offers more than 50 degree programs through its online education program, Ecampus, which is ranked No. 5 in the nation for best online Bachelor's programs in the 2020 edition of *U.S. News and World Report*.

Oregon State has a talented faculty producing top scholarship across various academic disciplines. Year after year, OSU receives more external research funding than any other university in Oregon. In line with the University's strategic plan, OSU's shared research agenda guides faculty inquiry in three signature areas: advancing the science of sustainable earth ecosystems, improving human health and wellness, and promoting economic growth and social progress.

The University launched a series of systematic five-year plans in 2004. That planning has guided a decade and a half of transformational progress at OSU. In 2019, the university launched *Strategic Plan (SP) 4.0: Transformation, Excellence, and Impact* to build upon fifteen years of momentum and to anticipate OSU's unique contributions on the higher education landscape. OSU articulates four goals:

- Preeminence in research, scholarship, and innovation;
- Transformative education that is accessible to all learners;
- Significant and visible impact in Oregon and beyond;
- A culture of belonging, collaboration, and innovation.

In addition to its main Corvallis campus, OSU offers 18 undergraduate majors and three graduate degrees at its branch campus in Bend, OSU-Cascades. The only university in Central Oregon, OSU-Cascades is working towards an enrollment of 3,000-5,000 students by the year 2035. Oregon State also offers over 70 degree and certificate programs through its Ecampus, as well as hybrid learning experiences through its Portland Center. In 2020, Oregon State had the highest fall enrollment of any university in Oregon for the sixth consecutive year, including increased enrollment among graduate and transfer students, military veterans, and students of color. The increase in enrollment is being driven primarily by growth in OSU's online programs and branch campus in Bend.

### ***Leadership***

Oregon State University is led by interim president Dr. Rebecca “Becky” Johnson. President Johnson previously served as OSU-Cascades’ vice president. Under her leadership, OSU-Cascades became known as one of the most innovative, new residential university campuses in the nation, awarding more than 4,400 degrees since its creation in 2001. Before leading OSU-Cascades, President Johnson served as professor and associate dean the College of Forestry and as OSU’s vice provost for academic affairs and international programs. President Johnson received a bachelor’s degree in economics from the University of Wisconsin-Madison and master’s and doctoral degrees in agricultural economics from Michigan State University.

Edward Feser became provost and executive vice president of Oregon State University in February 2017. Prior to joining Oregon State, he held several leadership roles at the University of Illinois at Urbana-Champaign, including Interim Provost and Vice Chancellor for Academic Affairs, Dean of the College of Fine and Applied Arts, and Head of the Department of Urban and Regional Planning. He has also served as Davies Chair of Entrepreneurship and Head of the Division of Innovation, Management and Policy at the Manchester Business School, University of Manchester, UK; Assistant and Associate Professor at the University of North Carolina at Chapel Hill; and Assistant Secretary for Policy, Research, and Strategic Planning in the North Carolina Department of Commerce. He holds PhD and master's degrees from the University of North Carolina at Chapel Hill and a bachelor's degree from the University of San Francisco.