

**KULPER & COMPANY, LLC**

Executive Search Consultants

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Position Description

**Director of the  
University Library**



**NORWICH  
UNIVERSITY™**

**Expect Challenge. Achieve Distinction.**



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UNIVERSITY™**

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## **Director of the University Library**

### Opportunity Summary

The Director of the University Library is a key member of the executive team of Norwich University responsible for leading the long term development of the University library and archives. This is an extraordinary opportunity for a professional librarian, with deep experience in higher education library administration and operation, to take a solid, well financed program to a new level of accomplishment and service. The Director will report directly to the Senior Vice-President of Academic Affairs and is key member of the senior academic leadership of the University.

The new Director will be imaginative, hard working and ready to take on this key challenge and drive the program forward. He/she will be provided with the necessary financial and staff support to service the immediate and developing needs of faculty, students and administrators who rely on the University library to assist them with research and learning. In addition to overseeing library operation and development, the Director will also be responsible for all archives and special collections management and development.

The Director is the chief academic and administrative officer of the Kreitzberg Library, including the University Archives, with responsibility for coordinating programs, scholarship, and service activities. The mission of Kreitzberg Library is to develop and provide the information resources, services, and environment that support Norwich University's academic and administrative goals. The Kreitzberg Library assumes an important role as the provider and preserver of institutional heritage and memory and as a resource for all those with an interest in Norwich University history. The Director reports to the Senior Vice President for Academic Affairs and Dean of Faculty, participates in University governance, and holds faculty rank. The Director serves as a member of the Faculty Senate Library Committee, President's Advisory Council, and the Executive Board of the Friends of the Kreitzberg Library.

A key goal of the University library is to empower students towards greater self sufficiency in their efforts to locate and select the most relevant materials needed to support their studies and areas of research. As such, it will be important for the new Director to continue current initiatives focused on information literacy and assessment incorporated throughout the curriculum, as well as to take a leadership role in the new university-wide Information Literacy Initiative.

Selection and active use of the right technology to assist in the growth and development of student information literacy lies at the heart of vision for the University Library and will support the full range of user needs across diverse student bodies, (including online, adult students), faculty and administration..

Norwich University has a clear strategic vision and plan with a focus on the dynamic growth of the university while continually improving all aspects of the institution. The university needs an experienced and professional librarian to become the next Director of the University Library.



### **Summary Background**

The university is located in Northfield, VT, close to the city of Montpelier. Its' beautiful campus is near I-89 making it easily accessible to major cities throughout the northeast. Norwich University has a proud tradition dating back to its founding in 1819 by Alden Partridge. Captain Partridge's original vision for the university – to educate citizen soldiers in an American style – is vibrantly alive and continuing to evolve. From its origin, the curriculum embraced a cutting edge educational philosophy designed to prepare graduates for a wide variety of active roles in society including military, government and professional careers. The Liberal Arts at Norwich in the 19<sup>th</sup> century included not only classical studies, but also modern languages, science, history, literature, and mathematics, along with a Professional curriculum that covered instruction in military tactics, engineering, agriculture and other applied topics. The foundational philosophy of Captain Partridge paved the way for many innovative “firsts” such as the founding of ROTC, the admission of the first female cadets in a military college and other important educational initiatives. To this day, Norwich is dedicated to stretching educational boundaries to drive the continued growth and development of this unique university and culture and its broader impact on our country.

Norwich enrolls more than 3,600 students in undergraduate and graduate programs, with approximately 1,450 in a Corps of Cadets, 900 civilian undergraduate students, and more than 1,300 online graduate students. The university offers many graduate academic and professional degrees and has very robust “on-line” programs serving students around the world and representing an important revenue stream for the university. The faculty is an intellectually and politically diverse group. A high percentage of the faculty does not have military service background but honors the traditions of Norwich by wearing a military uniform on campus.



### **Krietzberg Library**

#### **Vision Statement**

As stewards of significant university resources and collaborative partners within the Norwich community, we challenge ourselves to promote the use and understanding of the library’s resources; to provide progressive and innovative technologies and services; and to foster a community of life-long learners. We aspire to achieve distinction as leaders in the advancement of library services and information literacy.

### Mission Statement

The mission of Kreitzberg Library is to develop and provide the information resources, service and environment that support Norwich University's academic and administrative goals. As a federal depository library, Kreitzberg Library provides US federal government information to congressional constituents.

### Goals

1. We will improve instructional skills and tools.
2. We will expand intellectual and physical access to resources and services.
3. We will increase the relevancy of the collection.
4. We will strive for a more secure environment for the library building, collections and occupants.

A " Fact Book" about the Kreitzberg Library containing detailed information about the collection, systems in use and the staffing structure will be provided to all qualified candidates.



### **Sullivan Museum**

*The Sullivan Museum*, named in honor of Army Chief of Staff (ret.) and Norwich Chairman of the Board of Trustees, General Gordon R. Sullivan ('59) is a new repository of university and military history, school tradition and beacon of Norwich's values. It is physically adjacent to the Krietzberg Library but it is managed separately from the Krietzberg Library.



The Norwich University campus is very beautiful and conveniently compact. Its facilities are both historic and modern with a harmonious architectural style. The *Wise Campus Center*, dedicated in 2007, serves as the social hub of the university. Norwich athletics boasts championship teams in hockey (Div III) and offers many other sports.

For a person who revels in natural beauty, Vermont's "Green Mountain" Region is clearly among the most spectacular and unspoiled in the United States. Its close proximity to Boston and Montreal offers easy access to a wealth of educational and cultural activities offering a blend of sophistication with authentic New England charm. Montpelier, the state capital, is within 12 miles of campus and the city of Burlington, considered among the top 5 "most livable" cities in the United States, is less than an hour away. The university's location in central Vermont offers many recreational opportunities including some of the best skiing, mountain biking and fishing in the country. The cost of housing in the Northfield area ranges from \$250-400,000 for comfortable homes with acreage; taxes are about \$2500/100K of valuation. Public schools are very acceptable with small class sizes; private schools are available in central Vermont and in nearby Burlington. Dartmouth Hitchcock Medical Center, ranked among the nation's top hospitals, is about 60 minutes from Northfield

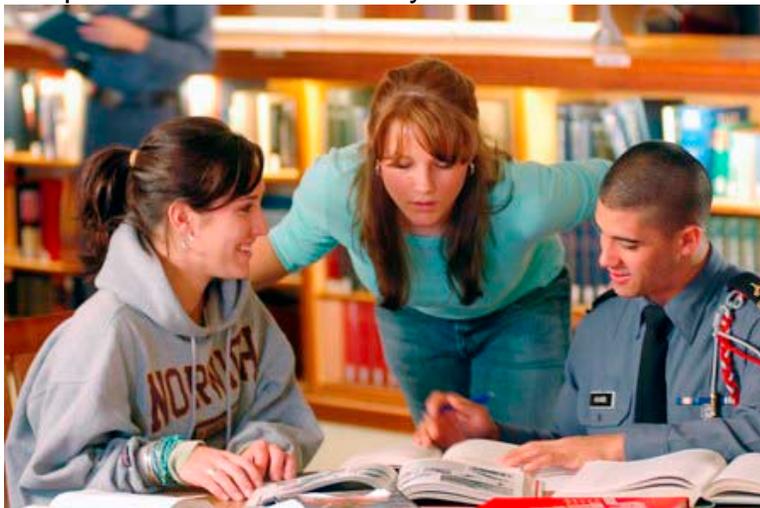
## University History and Culture



In 1819, Alden Partridge established Norwich University as a military college, originally called the “American Literary Scientific and Military Academy”, with an innovative, practical approach to educating the citizen-soldier. See: [History of Norwich University – Images of Its Past](#)

In the nearly two centuries since its founding, Norwich University has continued to take a pioneering role. The Reserve Officer Training Corps program, providing officer training for all branches of the military, was originated at Norwich. African-American students joined the student body in the early 1900s. Civilian students have mixed in the classrooms with Cadets for many decades. In 1974, Norwich became the first military college to admit women to the corps of cadets. Norwich is also officially designated by the National Security Agency as an academic “Center of Excellence” for information assurance. See: [Norwich Firsts](#)

Norwich continues to educate a diverse student body of military and civilian students. For 20 years, Cadets and traditional undergraduate students have shared the same campus at Norwich University. With the addition of a vibrant *virtual campus* of graduate



students Norwich has further lengthened its educational reach. While students in *The Corps of Cadets* participate in intense military training, all of the students benefit from a distinctive and structured learning environment that promotes academic success as well as leadership development. All members of the Norwich community live by The Norwich “[Honor Code](#)”, a minimum standard of ethical behavior that

demands the highest degree of personal honesty and integrity from every member of the Norwich community.

Norwich fulfills Alden Partridge’s vision of preparing citizen-leaders in a variety of fields guided by its mission statement which is among the most unique found in higher education.

**"To give our youth an education that shall be American in character – to enable them to act as well as to think – to execute as well as to conceive – ‘to tolerate all opinions when reason is left free to combat**

them' – to make moral, patriotic, efficient, and useful citizens, and to qualify them for all those high responsibilities resting upon a citizen of this free republic."

Norwich students tend to have a strong sense of obligation and responsibility to their



community and nation.

Architecture students at Norwich emphasize sustainability in their designs. Education students spend summers working with children in the Gambia. Norwich engineers build bridges in Bolivia. Many Norwich graduates take leadership roles in local and federal law enforcement, government, business, and education as well as officer commissions in all branches of the armed forces.

The culture is inclusive and democratic in a truly American manner. All people inside the Norwich culture have the ability to make their voices heard. Alumni, parents of students, trustees and university fellows represent some of the most accomplished and engaged leaders in our country. Norwich maintains close ties with thought leaders in business, government and in all branches of the military.

Academics at Norwich are about **experiential** learning. Class sizes tend to be small and intimate to promote student participation and development. The undergraduate students learn out in the field through labs, internships, service learning, and conducting real research. Most graduate students take advanced coursework online that emphasizes mentoring relationships with faculty designed to be relevant to the students' everyday professional life. Norwich faculty are teachers first, but are encouraged to pursue their research interests.

Norwich is focused on providing a very rich educational experience for all its students. From its inception as a school of higher learning, Norwich has sought to engage faculty and students in stimulating and important academic research. Norwich University's Office of Academic Research serves faculty and students by providing access to internal and external resources to support their scholarly activities and professional development

The undergraduate Student Research Program supports the involvement of students in original research, scholarship and creative work, and provides internal support for Student Research Grants, Student Travel Awards, and Student Summer Research Fellowships. Students at the graduate level enjoy a level of research that goes far beyond undergraduate scholarship into the realm of critical thinking and analysis.

In most graduate programs, a "built in" design feature is centered on the fact that students choose their own direction when it comes to a research subject, so that they have the opportunity to explore subject matter that is of particular interest to them. This

allows them to develop expertise in a topic that cannot be achieved in a normally highly structured classroom environment.

Faculty research and professional development is well funded and provides allocations for Faculty Development Activity Grants, Research and Publication Grants, Curriculum Development Projects, Division Grants, Book Fund Grants, Independent Study leaves, and fellowships.

A brief overview of recent research activities of the university offers useful insight into the research activities of Norwich's many principal researchers who actively publish and discuss their diverse intellectual pursuits.

<http://www.norwich.edu/academics/academicAffairs/pdf/summerResearch.pdf>

### **Key Challenges for NU: Next 5 Years**

- Positively work through external financial conditions that put pressure on building the endowment, providing student financial aid and funding long term growth initiatives outlined in *NU2019*.
- The university is at steady state for undergraduate enrollment. It is important to closely align academic offerings with student needs and desires while strengthening university financial performance in undergraduate enrollment.
- Build graduate student enrollment and improve bottom line results for the university.
- Complete implementation of Leadership Development education for all undergraduate students.
- Improve undergraduate student "retention rate" from current level of 57% to 70% or higher.
- Lead the continuing development of distance education and online instruction.

### **Director of the University Library: Key Job Responsibilities**

We are looking for a Director who will lead from the front, roll up his/her sleeves and do what it takes to drive the growth and development of the University library, archive and museum. This is a highly challenging and interesting opportunity for an experienced university librarian with a "can-do" attitude towards problem solving and who possesses the managerial and technical experience and knowledge to lead a strong program forward.

- Ensure dynamic use of technology to provide library services across a range changing user and research habits, and across diverse student bodies (e.g. online, adult students).
- Increase coordination and integration with archives to assure access for all students.
- Improve and advocate library web presence and access to library services.

- Continue to promote an active role for the library in academic activities curriculum development and information literacy.
- Build on strong positive relationships that already exist between the library and other units of the University. It will be important for the new Director to be nimble and responsive to the fast changing informational needs as a new director, able to help the university move ahead in the environment of a smaller university where things can get done.

### **Director of the University Library: Key Performance Indicators**

#### **First 6-12 months**

- Become very familiar with and then update the *Krietzberg Library Business Plan 2008-2010*. Speak with and listen to colleagues, superiors and constituents to learn as much as possible about the present operational system and plan for the University Library and then foster a team approach to establish an updated plan for the University Library.
- Provide leadership in evaluating and assessing library programs, collections, archives, personnel, IT systems and services.
- Foster and establish productive relationships with other University units in support of the University mission.
- Act as a library liaison and information literacy instructor; and serve as university intellectual property policy and copyright officer.

#### **At 12-18 months**

- Ensure excellence in programs and services, with particular emphasis on library information resources and information technology in support of teaching, scholarship, service, and University operations Serve as a leader and library advocate within the University;
- Set the library's fiscal priorities and direction consistent with strategic use of resources
- Articulate a progressive vision and provides strategic direction in developing dynamic and innovative programs, services, collections, and curriculum-integrated information literacy instruction; •
- Ensure strategic development of appropriate information resources and instructional capacity for on campus and online constituencies

#### **At 18-24 months**

- Ensure improvement of programs, collections, personnel, and services based on continuing assessment of the needs of the library's constituencies
- Provide leadership in development of library facilities and construction projects

**At 24-36 months and beyond**

- Foster collaboration with other universities and libraries throughout the state, region and nation
- Demonstrate ongoing scholarly and professional achievement, and encourage professional growth for the library's faculty and staff;

**EXPERIENCE /QUALIFICATIONS:**

- 7-10+ years of academic library experience demonstrating excellent record of promotion and increased responsibilities; 2-3+ years in supervisory/administrative capacity.
- An MLS degree from an ALA accredited program is required; a second master's degree or a doctorate is preferred.
- Academic credentials sufficient to merit appointment at the rank of associate professor or higher.
- Solid grant writing experience and ability (experience or interest) to seek external funding to assist in library growth; able to use existing grant support staff at the university to support Key Performance Indicator goals/objectives.
- Solid understanding of intellectual property policy and copyright issues.
- Success in developing and implementing innovations in delivering library services for on campus and online constituencies
- Knowledge of emerging library/information technologies and trends
- Ability to lead the library's essential role in campus educational programs and initiatives, most specifically the cultivation of information literacy across the curriculum
- Proven track record: making managerial decisions regarding collections management and development, working well with a dedicated library staff, and fostering open communication and cooperative relationships in a diverse university community.

**Key Personal Qualities & Work Style**

- Energetic, can-do attitude towards problem solving.
- Excellent listening skills; intellectually curious and willing to try new approaches.
- Poised and professional presentation.
- Proven ability to gain the trust and respect of colleagues and superiors; sense of humor.

- Curious about how things work and what can work best at Norwich University.
- Ability to develop consensus, lead change and overcome objections in a manner that will develop trust and mutual respect.

### **Compensation**

Salary is very competitive. A full benefit package will be offered. More detailed information about compensation will be provided to qualified candidates.

### **Interested Candidates**

Please send **Cover Letter and CV** in confidence to [ndul@kulpercompany.com](mailto:ndul@kulpercompany.com)

We are looking forward to receiving responses from qualified candidates as soon as possible. Interviews will continue until a finalist group is selected.

***Norwich University is an equal opportunity employer***

This position specification is subject to change at the sole discretion of the employer.  
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