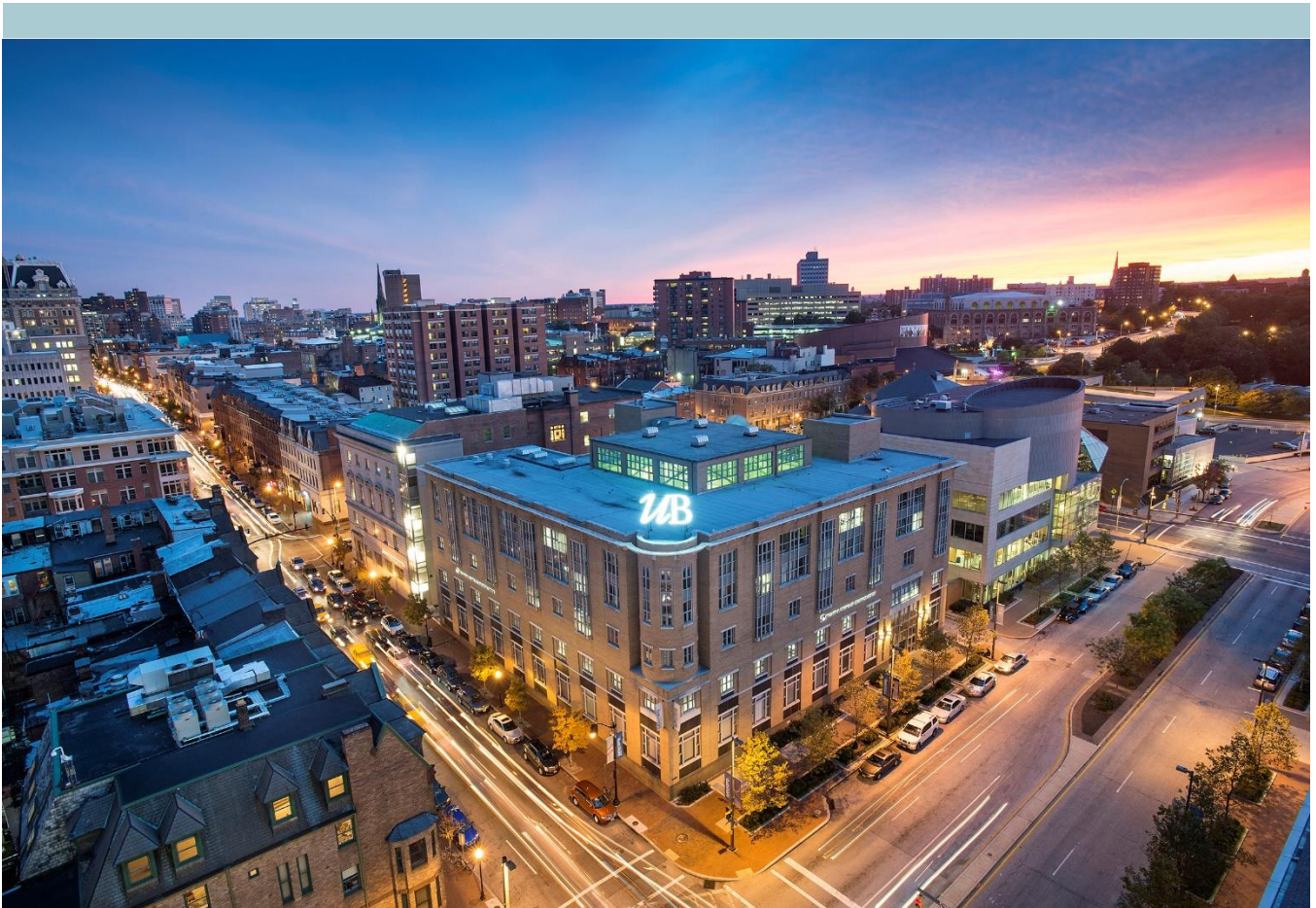




**UNIVERSITY OF
BALTIMORE**

Director of the Library
Leadership Profile

October 2024



WittKieffer

Executive Summary

The [University of Baltimore](#) (UBalt) seeks a strategic and student-centered leader to serve as the next Director of the [Robert L. Bogomolny Library](#) (RLB). Nominations, inquiries, and applications are invited.

Celebrating its centennial in 2025, UBalt excels in developing leaders in Baltimore and beyond and is nationally recognized for serving a diverse, non-traditional student population. The University is a member of the 12-campus University System of Maryland and is organized into four schools/colleges, including the School of Law, the Merrick School of Business, the Yale Gordon College of Arts and Sciences, and the College of Public Affairs. In the fall of 2023, the University of Baltimore had a total enrollment of 3,101 students, all of whom are commuters.

Robert L. Bogomolny Library cultivates knowledge creation within members of the campus, the Baltimore metropolitan area, and beyond. RLB contains approximately 58,000 print volumes and has over 105,000 walk-in visitors each year. The library provides access to 396,400 full-text electronic books (including access to database ebooks), 128,540 online journals, 180 databases, 417 games, and 1,584 DVDs. The Library has an annual budget of \$2 million.

Reporting to the Provost, the Director of the Robert L. Bogomolny Library (RLB) supports the University's mission and strategic plan by directing the Library as it strives to support learning, teaching, and research. As the senior academic library administrator, the Director provides executive leadership and accountability for the management of the Library's resources, services, programs, and infrastructure.

UBalt is seeking an experienced leader with a demonstrated track record of directing collaborative projects, knowledge of and experience with strategic planning, and the ability to build a shared vision for the library and its services and programs while maintaining a commitment to the library's educational role within the university. The next Director will be expected to:

- Create a vision and strategy for a 21st century academic library
- Strengthen relationships across the campus and beyond to optimize the impact of the library
- Advance an intentional culture of inclusion, diversity, equity, and accessibility
- Support and develop a team of library professionals
- Strategically manage and bring awareness to resources

A Master of Library Science (MLS/MILS) degree from an American Library Association accredited program and five years of progressive senior leadership experience in an academic or research library or progressive administrative experience in a comparably complex environment are required for the role.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this document.

Role of the Director of the Robert L. Bogomolny Library

Reporting to the Provost, the Director of the Robert L. Bogomolny Library (RLB) supports the University's mission and strategic plan by directing the Library as it strives to support learning, teaching, and research. As the senior academic library administrator, the Director provides executive leadership and accountability for the management of the Library's resources, services, programs, and infrastructure. The Director advocates for the Library within the University, within the University System of Maryland (USM) and Affiliated Institutions (USMAI), and within the larger community.

The Director has oversight of a \$2 million budget and a staff of 17 (11 faculty librarians and 6 staff members). The following positions report to the Director:

- Associate Director - Reference & Instruction
- Associate Director - Special Collections & Archives
- Associate Director of Digital Initiatives & Collections
- Assistant Director - Access Services

Key Responsibilities

Oversees and implements the mission of the Library; guides the alignment of the Library with the latest advances, trends, and needs; assures compliance with University and USM policies in support of the University's mission and strategic plan. Works collaboratively within Academic Affairs on issues of curriculum development and student success initiatives that inform information literacy instruction, library, and academic support services.

- Directs the implementation of Library strategic goals; supervises development and application of policies and procedures; manages assessment and reporting of Library data.
- Develops and administers a comprehensive budget; reviews, approves, and monitors expenditures in compliance with established University policies and procedures; collaborates with the University of Baltimore Foundation to initiate fundraising.
- Directs the personnel activities of the Library, including analyzing staffing, recruitment, hiring, training, and evaluation of all staff; assures responsible and effective leadership and performance of supervisors and staff.
- Exercises broad oversight of library facilities, equipment, and furnishings; at the administrative level, liaises with UMB/UBalt Public Safety Office and the Office of Facilities Management on issues of safety, maintenance, and housekeeping.
- Represent the Library on University committees and in external consortia and professional organizations.

About the Robert L. Bogomolny Library

The Robert L. Bogomolny Library (RLB) contains approximately 58,000 print volumes and has over 105,000 walk-in visitors each year. The library provides access to 396,400 full-text electronic books (including access to database ebooks), 128,540 online journals, 180 databases, 417 games, and 1,584 DVDs.

Vision

Robert L. Bogomolny Library endeavors to be the physical and digital nexus for information preservation, access, learning, and knowledge creation at the University of Baltimore.

Mission

Robert L. Bogomolny Library cultivates knowledge creation within members of the campus, the Baltimore metropolitan area, and beyond. The Library does this by teaching the skills and insights necessary to navigate the ever-changing information landscape while ensuring the preservation of and access to resources, learning spaces, and technology.

Core Values

- **Respect** for the abilities, experiences, perspectives, and contributions of all to work with dignity.
- **Learning** as an essential form of growth.
- **Service** which anticipates user needs and focuses on educational success.
- **Creativity** evidenced by commitment to open-mindedness, self-improvement, innovation, and critical thinking.
- **Collaboration** through listening and responding to individual needs.
- **Community** as a strong sense of belonging and engagement among staff sustained by a supportive workplace.

Other Libraries

The UBalt Law School has a Law Library, which has its own separate leadership. UBalt welcomes collaboration between the Director of the Law Library and the Director of RLB.

Special Collections

Special Collections and Archives: located on West Chase Street, preserves and provides public access to the RLB Library's non-circulating and primary source materials. Archival services include research appointments, reference consultations, instruction sessions, digitization services, and community outreach initiatives. The department leads the RLB Library's digital preservation program and provides access to the archives through the online public database ArchivesSpace. Primary collecting areas include:

- **Baltimore Studies Archives:** Contains over 200 unique archival collections on the making of modern Baltimore, particularly through the records of 20th-century philanthropic, civic, nonprofit, and quasi-governmental institutions, as well as local individuals. The collection strengths include urban planning and architecture, economic development, neighborhood oral histories, community association records, local television history, Baltimore area nonprofits, and community organizing--particularly related to education,

housing, and highway construction.

- **University Archives:** Contains the University of Baltimore's institutional records of enduring administrative, fiscal, legal, and historical value. 37 University Archives collections are preserved and made accessible in all formats, including film, video, photographs, reports, documents, newspapers, publications, artwork, and born-digital records. The most in-demand resources in University Archives have been digitized and are available in full text online through the department's database.

- **Pullen Library:** Includes books, movies, pamphlets, and other published sources on Baltimore and Maryland. The Pullen Library also includes books related to U.S. history, community activism, military history, feminism, and various other topics that were donated to Special Collections and Archives. These non-circulating materials are discoverable through the library's catalog, browseable in the department's Research Room, and available for onsite use.

- **Special Collections and Archives** contains approximately 8,000 linear feet of textual and photographic records, 5,000 vinyl audio discs, 4,800 books, 4,000 film reels, 3,000 architectural drawings, 2,500 videotapes, and preservation storage capacity for up to 400 terabytes of digital files.

Opportunities and Expectations for Leadership

The Director of the Library will be expected to address the following critical leadership opportunities, among others:

- **Create a vision and strategy for a 21st century academic library**

The new Director, in collaboration with library faculty, staff, and campus partners, will have the opportunity to chart a vision and strategic path forward for the RLB Library. Across the country, libraries are facing enormous challenges and changes, including reduced funding, increasing costs, conversations around open-source scholarship, the way physical spaces of libraries are used, the complexities of technology spaces, evolving demands in supporting the academic and social needs of students and faculty, and the changing nature of information, among many others. The vision and plan should be forward-looking, addressing the changing landscape of academic libraries, anticipating future priorities, and positioning the role of the library as an intellectual and academic center of the campus, directly supporting the institution's mission and strategic plan. Improving student success outcomes at the university is a priority, and the next Director should develop a plan for refocusing and re-establishing the library's role in supporting student success.

The next Director must have a strong understanding of current and future trends in academic libraries and the ability to merge that knowledge with an understanding of UBalt's environment and diverse student body. The Director will need to be a strong visionary leader who can work in a collaborative, transparent manner in shaping and executing goals for the Library.

- **Strengthen relationships across the campus and beyond to optimize the impact of the library.**

As a member of the Provost's Council, the Director will have a voice at the table in the discussions about the institution's academic vision and future direction. The Director will take full advantage of the scope and leadership platform to engage the entire academic community and key administrative leaders in vital conversations that will help shape the future vision and direction of the Library, ensuring that it serves as a critical source of support for the campus and beyond. The Director will help to broaden the visibility and engagement of the Library with UBalt, ensuring that faculty, staff, and students are aware of and engaged in the many services and programs offered through the Library.

The next Director will leverage the Library's highly visible presence in Baltimore and further enhance relationships and partnerships with the local neighborhood and community.

- **Advance an intentional culture of inclusion, diversity, equity, and accessibility.**

The University of Baltimore is committed to creating a welcoming and inclusive community where all students, faculty, and staff feel valued and supported. The new Director must be a demonstrated advocate for diversity, equity, accessibility, and inclusion. They will work with colleagues within the Library and across the university to foster relationships and communications that include multiple voices, perspectives, and pedagogical approaches that respect all persons. They will support equitable and inclusive processes for hiring, developing, and retaining librarians and staff who reflect the diversity of the University and the city of Baltimore. They will also continue the current efforts of the Library to be an inclusive community and to encourage collaboration in support of diversity, equity, inclusivity, and accessibility across the Library and the campus.

- **Support and develop a team of library professionals.**

The Director will lead a team of dedicated and talented library staff who are committed to extending the

mission and impact of the Library across academic programs and beyond. The Director will effectively mentor and provide opportunities for library personnel to ensure their continued professional development.

The new Director will embrace an inclusive, team-oriented approach to managing, engaging, and empowering faculty, staff, and students. The next Director will drive the vision and strategic direction of the Library while fostering a culture of collaboration, communication, and transparency.

- **Strategically manage and bring awareness to resources.**

The Director will engage in fiscal planning and budgeting and manage resources strategically, fairly, and effectively. They should bring an understanding of how to effectively utilize space, technology, and resources to support the goals of the University in a resource-constrained environment. The new Director will be an exceptional advocate and spokesperson for the Library, able to talk compellingly about the value of the library and its contributions to the campus. They will raise awareness regarding the services and resources offered as well as enhance engagement with constituents across the campus. The Director will need a strategic approach to ensuring the facilities meet the academic and social needs of students and faculty.

Professional Qualifications and Personal Qualities

The Director of the Library will have demonstrated leadership of collaborative projects and knowledge of and experience with strategic planning; the skill and ability to advocate within a complex organizational framework; the ability to build a shared vision for the library and its services and programs while maintaining a commitment to the library's educational role within academia; and the ability to work effectively in a multi-ethnic/multi-cultural environment with students, faculty, staff.

Required Qualifications

- Master of Library Science (MLS/MILS) degree from an American Library Association accredited program.
- Five years of progressive senior leadership experience in an academic or research library or progressive administrative experience in a comparably complex environment.

While no single candidate will have all of the following qualifications and characteristics, the ideal candidate should possess many of the following:

Preferred Qualifications

- Thorough knowledge of higher education principles, practices, and procedures, as well as knowledge of trends in institutions of higher education and their impact on student-centered library services.
- Working knowledge of current library technologies, trends, and emerging areas of librarianship, including expertise in assessing and developing library services, collections, copyright domain, and technology applications.
- Ability to actively promote and advance the library's role in integrating information literacy and digital fluency skills into the curriculum.
- Demonstrated successful record of collegial/shared governance and leadership supporting faculty, staff, students, and the larger community.
- Demonstrated ability to articulate and communicate a vision for the Library.
- Demonstrated ability to promote high-quality research, scholarship, service, and professional activities.
- Demonstrated ability to strategically and effectively develop, manage, and report on a complex annual budget of \$2 million.
- Demonstrated ability to advance the Library's mission and vision, including the ability to develop partnerships with and secure external support for programs, facilities, and personnel.
- Demonstrated commitment to diversity and the advancement of multicultural, international, and interdisciplinary programs.
- Demonstrated understanding of physical facilities and equipment needs within a Library environment.
- A passion for the mission of public education in an urban setting and the ability to persuasively articulate—both internally and externally—the university's mission and values.

About the University of Baltimore

Knowledge that Works

The University of Baltimore excels in developing leaders in Baltimore and beyond and is nationally recognized for serving career-focused working adults. The University is designated as a Predominantly Black Institution (PBI) and is a member of the 12-campus University System of Maryland and is organized into four schools/colleges, including the School of Law, the Merrick School of Business, the Yale Gordon Colleges of Arts and Sciences and the College of Public Affairs.

UBalt offers more than 70 career-focused undergraduate, graduate, and doctoral programs and certificates in law, business, public affairs, and the applied arts and sciences. Academic programs are grouped into five professional pathways and are offered in flexible formats, including day, evening, weekend online, and hybrid options. UBalt offers excellent teaching and a supportive community for undergraduate, graduate, and professional students in an environment distinguished by academic research and public service.

The University:

- makes excellence accessible to traditional and nontraditional students motivated by professional advancement and civic awareness
- establishes a foundation for lifelong learning, personal development, and social responsibility
- combines theory and practice to create meaningful, real-world solutions to 21st-century urban challenges
- is an integral partner in the culture, commerce, and future of Baltimore and the region.

In fall 2023, UBalt enrolled 3,101 students, including 1,292 undergraduates, 1,089 graduate students, and 720 law students. The University serves a truly diverse and nontraditional student population: the average age is 31 for undergraduates and 35 for graduates; the student population is 51 percent minority, includes students from more than 50 countries, and is evenly divided between full-time and part-time students. UBalt offers online instruction, including these fully online programs: graduate degrees in MBA, M.P.A., M.A. in Global Affairs and Human Security, M.S. in Accounting and Business Advisory Services, M.S. in Interaction Design and Information Architecture and M.S. in Negotiations and Conflict Management; a graduate certificate in Public Safety Leadership and User Experience (UX) Design; and upper-division undergraduate programs in B.S. in Business Administration, B.S. in Criminal Justice, B.S. in Cyber Forensics and B.A. in Policy, Politics and International Affairs. The University of Baltimore also participates at The Universities at Shady Grove in Rockville, MD, where several key academic programs are offered. Learn more at ubalt.edu/shadygrove.

UBalt's more than 63,000 alumni serve as testimony to the University's success in its educational endeavors. UBalt graduates are highly visible throughout the legal, industrial, corporate, and civic communities, and their achievements have helped to build the University's outstanding reputation among employers.

The University is centrally located in midtown Baltimore—the state's largest city—which strengthens the institution's historic commitment to public service, community engagement, and regional stewardship and provides students with access to and opportunities for research, internships, and employment. The city of Baltimore is often considered an extension of our campus. The University is distinguished by a strong commitment to student success, career readiness, academic excellence, and innovation.

UBalt History

The University of Baltimore was founded in 1925 as a private night School of Law and College of Business Administration. Included in the first faculty roster as a public speaking instructor was “Author and Lecturer” Dale Carnegie. A day division was added the following year, and in 1937, a junior college was added.

The University’s original emphasis was on providing practical education to a working population to contribute to the greater good and prosperity of Baltimore. From its beginnings, the University granted educational access to those who otherwise might be denied the opportunity: working adults, first-generation college students, and those who required the flexibility not found in traditional college settings.

The University’s growth continued through the 1940s and 1950s. Demand for an affordable liberal arts education prompted the University to expand its two-year junior college in 1961, and a four-year College of Liberal Arts joined the law and business schools.

The University merged with Eastern College and the Mount Vernon College of Law in 1970 and with the Baltimore College of Commerce in 1973, receiving regional accreditation from the Middle States Association of Colleges and Schools in 1971. The University of Baltimore became a public institution in 1975 under the Board of Trustees of State Universities and Colleges, shifting its structure to an upper-division undergraduate, master’s-level, and professional institution.

UBalt returned to four-year undergraduate education in 2007 as part of the state’s plan for higher education in response to the increased demand for accessible, high-quality public education.

UBalt Quick Facts

Name: The University of Baltimore (Acceptable nickname: UBalt)

Founded: 1925

Location: Baltimore, MD

President: Kurt L. Schmoke

Mascot: Eubie the Bee

ENROLLMENT (FALL 2023):

- Total enrollment: 3,101
- Undergraduate: 1,292
- Graduate: 1,089
- Law: 720

STUDENTS:

- Female: 63%
- Male: 37%
- Full-time: 54%
- Part-time: 46%
- Out-of-state: 16%
- International: 3%

AVERAGE AGE:

- Undergraduate: 31
- Graduate: 35
- Law: 28

ALUMNI:

- **Total alumni** (living): 63,049
- **Alumni living in Maryland:** 46,570

Leadership**Kurt L. Schmoke, President**

Kurt L. Schmoke was appointed the University of Baltimore's eighth president on July 7, 2014. He brings to the University a wealth of experience in public service, higher education, and leadership.

Schmoke is a believer in Baltimore and a big believer in UBalt. His message to the University community, its friends and supporters is this: Education works— for people, for neighborhoods, for society as a whole.

Schmoke served as the mayor of Baltimore from 1987-99 and was the Baltimore City State's Attorney from 1982-87. Prior to joining UBalt, he was dean of the Howard University School of Law in Washington, D.C., from 2003-12. Following that, he was appointed general counsel for Howard and also served as the institution's interim provost.

During his tenure as Baltimore's mayor, Schmoke initiated a number of innovative programs in housing, education, public health, and economic development. In 1992, President George H.W. Bush awarded him the National Literacy Award for his efforts to promote adult literacy. Two years later, President Bill Clinton praised his programs aimed at improving public housing and enhancing community-based economic development. The Clinton administration selected Baltimore as one of six cities to receive an Empowerment Zone designation in 1994.

Schmoke's public service record extends back to the 1970s, when he was appointed Assistant Director of the White House Domestic Policy Staff under President Jimmy Carter. He also served as an assistant U.S. attorney for the District of Maryland.

After completing three terms as mayor, Schmoke returned to the practice of law as a partner in the firm of Wilmer, Cutler, and Pickering. He became actively involved in the National Bar Association and the American Bar Association, serving a term as chair of the Council on Racial and Ethnic Justice of the latter. He has provided countless hours of pro bono legal services to charitable organizations such as the Children's Health Forum, a nonprofit group established to combat lead poisoning among children. Later, Schmoke's commitment to public service prompted him to focus on increasing Howard University's bar passage rate when he was the law school's dean and to expand its clinical law program to emphasize environmental justice, fair housing, and civil rights.

Schmoke earned his undergraduate degree in history from Yale University. While at Yale, he co-founded a child care center that has been in continuous operation as the Calvin Hill Day Care Center and Kindergarten since 1970. He pursued graduate studies on a Rhodes Scholarship at Oxford University and earned his Juris Doctor degree from Harvard Law School.

Schmoke is a member of the Hippodrome Foundation Board, the Baltimore City Community College Board of Trustees, the Baltimore Community Foundation Board, The Howard Hughes Medical Institute, the Carnegie Corporation of New York and the Enoch Pratt Library Board of Trustees.

Schmoke is married to Dr. Patricia Schmoke, an ophthalmologist. They have two adult children, Gregory and Katherine.



Ralph O. Mueller, Senior Vice President for Academic Affairs and Provost

Ralph O. Mueller is the Senior Vice President for Academic Affairs and Provost at The University of Baltimore. Mueller comes to UBalt from D'Youville University in Buffalo, N.Y. where he served as the executive vice president for strategic initiatives.

Before joining D'Youville University in 2021, Mueller held senior administrative positions as vice chancellor for academic affairs and provost at Purdue University Northwest, Ind., and as dean of the College of Education, Nursing and Health Professions at the University of Hartford, Conn. Prior to 2009, during a 16-year tenure at George Washington University in Washington, D.C., Mueller had dual professorial appointments in the Graduate School of Education and Human Development and in the Trachtenberg School of Public Policy and Public Administration.

He was an American Council on Education Fellow and Special Assistant to the Provost at the University of Miami, Fla., during the 2007-08 academic year and began his career at the University of Toledo, Ohio, in 1987, serving as an assistant and associate professor of educational research.

Throughout his career, Mueller has been an ardent student and faculty advocate, championed diversity, equity, and inclusion initiatives, and fostered community engagement through external university partnerships. He is a noted quantitative research methodologist with contributions to more than 40 peer-reviewed publications (including six books) and 75 academic presentations.

Mueller has been a consultant to the National Institutes of Health, the National Science Foundation, the U.S. Department of Education, and the World Bank, and has served on editorial boards for academic journals affiliated with the American Educational Research Association, the American Counseling Association, and the American Psychological Association.

Mueller earned a Ph.D. in educational research and evaluation from Virginia Tech in 1987, an M.A. in mathematics from Wake Forest University, N.C., in 1984, and a B.A. in mathematics from Elon University, N.C., in 1983. He is the recipient of Elon's Distinguished Alumni Award and a former Rotary Scholar.



Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting the University of Baltimore in this search. For fullest consideration, candidate materials should be received by **January 3, 2025**.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

Christine J. Pendleton, Jessica Herrington, and Corin Edwards

UBaltDirectorofLibrary@wittkieffer.com

Compensation and Benefit Information

- Compensation range: \$150,000 to \$175,000
- Benefits: The University of Baltimore offers a full benefits package. Information on University benefits programs, including eligibility, is available at [Benefits - University of Baltimore](#).

The University of Baltimore is committed to compliance with all applicable laws regarding nondiscrimination. Furthermore, it shall strive to build a diverse community in which opportunity is equal for all persons regardless of race, sex, color, religion, creed, national origin or ancestry, sexual orientation, gender identity or expression, age, marital status, handicap, or veteran status.

The University will not discriminate against any employee or applicant for employment because of race, sex, color, religion, creed, national origin or ancestry, age*, or marital status.*

Further, the University, through its employment practices and procedures, recruits and employs qualified personnel for all of its diverse activities and facilities. The University provides equal opportunities before and during employment by administering

each and every phase of its personnel program without regard to race, sex, color, religion, creed, national origin or ancestry, sexual orientation, gender identity or expression, age, or marital status.

UBalt is an Equal Opportunity/Affirmative Action/ADA-Compliant Employer and Title IX Institution.

** Whenever sex or age is used in this policy, it is with the following proviso: except where sex or age is a bona fide occupational qualification.*