



Dean of Library

Leadership Profile

Fall 2023



WittKieffer

Executive Summary

At the University of Tennessee at Chattanooga (UTC), a passion for excellence is embraced as the University changes lives and transforms communities. Within this context of innovation and opportunity, UTC is seeking nominations and applications for the position of Dean of Library.

UTC was founded in 1886, and today it is a national model for metropolitan universities. In collaboration with the University's many regional partners, UTC offers an experiential learning environment with outstanding teaching scholars in bachelor's, master's, and doctoral programs. UTC is part of the University of Tennessee System and serves a diverse student body of nearly 11,500 undergraduate and graduate students. The four academic colleges and the Graduate School offer 47 baccalaureate degrees with 128 program concentrations; 24 graduate certificate programs; 23 master's programs with 48 program concentrations; six doctoral degrees with seven program concentrations; and an education specialist program with three program concentrations. The University's [2025 Strategic Plan](#) underscores the imperative to communicate assertively and effectively within a dynamic higher education environment, setting forth the vision to allow UTC to continue to adapt and thrive, now and into the future.

Nestled between the foothills of southern Appalachia and the Cumberland Plateau, Chattanooga is an outdoor lover's playground where celebrated climbing, hiking, biking, and paddling abound. The Tennessee Riverwalk, Innovation District, events at Miller Park and Plaza, and the Bluff View Arts District are just steps from campus. Chattanooga's renaissance has received international acclaim. *Outside* magazine named Chattanooga the [Best Town Ever](#) — twice — and the city has received accolades from [The New York Times](#), [Fortune](#), [Lonely Planet](#), and [Southern Living](#).

In January 2015, UTC opened a new, five-story 180,000 square foot library. The Library staff comprises 26 faculty librarians and 18.5 staff members, operates on an annual budget of just over \$4 million, and possesses collection holdings of more than 500,000 volumes, over 2,500 active journal subscriptions, 150 databases, and more than 28,000 accessible online journals. The Library provides an information commons with 60+ public computers, 38 group study rooms, a media studio, three library instruction classrooms, a writing center, a cafe, and a 24-hour study space. The Library delivers a comprehensive range of public services, including outreach, instruction, and consultation and is well equipped to support the research and scholarship needs of the UTC community. Faculty and staff of the UTC Library are committed to meeting the [UTC mission and upholding UTC's core values](#) through their work and the services they provide to their community.

The Library Dean serves as the Library's chief administrative officer with overall responsibility for collection development and management; library services; budget and planning; application of emerging information technologies; personnel; fundraising; and external cooperative efforts. Reporting to the provost and senior vice chancellor for academic affairs, the dean acts as the official representative, advocate, and intellectual leader of the Library and serves as a partner to other deans and UTC community members. The dean is assisted administratively by two department heads, one for Collection Services and one for Research and Public Services. Together they form the Library's Administrative Council.

The dean of the UTC Library will be a visionary leader who collaborates with faculty members, students, and staff on and off campus. They will possess academic, administrative, budgetary, communication, and collaborative leadership skills as well as a demonstrated commitment to supporting inclusion, belonging and student success. A distinguished record of librarianship, scholarly achievement, and professional accomplishments commensurate with an appointment of Faculty Librarian is required. More information on tenure requirements can be found [here](#).

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

Opportunities and Expectations for Leadership

The dean will be expected to address and uphold the following critical leadership opportunities, in no particular order, among others:

Refine and implement a strategic vision for the future of the Library.

The Library is currently assessing immediate strategic needs and developing an initial plan for the Library, with the assistance of an external consultant. The dean will have the opportunity to build upon this work, creating a forward-looking vision for the future of the Library. The dean will need to be empathetic and work in a collaborative, transparent manner in shaping and executing goals for the Library. It is essential that the dean be an effective communicator of the vision and goals of the Library and the impact the Library has on the future of the University and its community. The Library's strategic plan should serve to enhance the [UTC Strategic Plan 2021-2025](#) and continue to emphasize support for students and student success.

Foster a culture of trust through partnership and transparency.

To achieve unified leadership and realize a cohesive vision, the dean will create a culture of collaboration through trust and transparency. The current environment is collegial and supportive, yet there are opportunities to strengthen communication and boost morale, especially in light of challenges in the post-COVID-19 pandemic environment. The dean will engender a culture of trust through open, frequent, and transparent communication about activities, both internal and external to the Library. The dean will provide visible, accessible leadership, making it a priority to spend time with and get to know all aspects of library operations from the ground up to bring a holistic and nuanced perspective to their decision making. The dean must be a people-focused leader who demonstrates a high level of emotional intelligence and curiosity.

The dean will embrace an inclusive, team-oriented approach to managing, engaging, and empowering the leadership team and faculty and staff to fulfill the vision and strategic direction of the Library, while fostering a culture of collaboration, communication, and transparency.

Advance a culture of inclusion and a sense of belonging.

The dean must be a dedicated advocate for inclusion, diversity, equity, and accessibility and will work with their colleagues within the Library and across UTC to ensure relationships and communications that integrate multiple voices, perspectives, and pedagogy of shared inquiry respectful of all persons. The dean will support processes for hiring, developing, and retaining library faculty and staff who reflect the diversity of the University community as central to the University's mission. The Library will provide an inclusive and welcoming environment that supports the identities of all students at UTC.

Grow resources and support for the Library.

The dean will be an exceptional spokesperson, advocate, and fundraiser for the Library. They will be able to talk compellingly about the value of the Library and its role in the University and beyond, championing its mission and impact. The successful candidate will advocate persuasively for the resources required to achieve that vision and mission with University leadership, the academic deans, faculty, and the donor community.

The dean will understand the landscape of philanthropy for libraries, work enthusiastically to engage the donor community in partnership with advancement, and strengthen support to fund priorities within the Library. To be successful in these endeavors, exceptional communication and interpersonal skills will be paramount. Experience with grants and foundations will also be highly desired.

Support and develop the team of library professionals.

The Library benefits from an exceptional team of dedicated, talented, and energetic faculty and staff who have a strong desire to expand the mission and impact of the Library in the lives of individual faculty and students and across academic programs. The dean will support and develop this team in ways that allow them to flourish and fully realize their contributions to UTC and the community. The dean will strive to elevate their professional lives, encourage them to engage actively in professional organizations, benefit from professional development opportunities, and network with colleagues across the country to strengthen their skills and contributions to the institution and the constituents they serve.

Professional Qualifications and Personal Qualities

The dean of the UTC Library will be a visionary leader who collaborates with faculty members, students, and staff on and off campus. They will possess academic, administrative, budgetary, communication, and collaborative leadership skills as well as a demonstrated commitment to students and student success. The ideal candidate will have most, if not all, of the following qualities and qualifications:

- **Academic credentials:** A distinguished record of librarianship, scholarly achievement, and professional accomplishments commensurate with an appointment of faculty librarian. More information on tenure requirements can be found [here](#).
- **Leadership and vision:** Ability to conceive, implement, articulate, and build support for a shared and strategic vision. Ability to lead the innovation of new and evolving services, spaces, and systems in support of the 21st century academic library. Vision for the ways in which the Library can better cooperate in the production, curation, and sharing of knowledge among the University's faculty, staff, students, and other constituents.
- **Commitment to inclusion and creating a culture of belonging:** An established record of leadership in acting on these core values including evidence of success creating a more inclusive environment where all voices are valued and respected.
- **Operational and administrative acumen:** Successful administrative and management experience in a higher education environment. Experience overseeing personnel issues, complex budgets and facilities, IT, and other infrastructure.
- **Demonstrated knowledge and/or experience in libraries:** Demonstrated knowledge and/or experience with a full range of library and archival operations, including library technology systems, library instructional services, optimal utilization of library space, metadata creation and management, inter-library cooperation, and collection development and preservation.
- **Experience with technology:** Experience evaluating emerging technologies and leading projects and/or initiatives that promote the creative and effective use of technology and electronic resources to enhance services.



- **Ability to build and unite constituents:** Ability to connect with others; to bridge disparate interests by identifying shared values and goals; and to unite constituents with diverse perspectives and different objectives around an overarching mission.
- **Strong listening and communication skills:** Ability to listen to, and learn from, members of the UTC community, fellow deans, the Library team, faculty members, and students in order to fully understand the people, programs, processes, and culture. Ability to communicate effectively and persuasively with both internal and external constituents.
- **Effective interpersonal and relationship-building skills:** Experience maintaining successful relationships with community organizations, campus committees, and other partners and organizations.
- **Emotional intelligence:** The empathy, skills, and capacity to relate to others, see other points of view through active listening, and build broader support for decisions, engaging others with humor as appropriate. The willingness to act with courage and with the highest ethical standards.

About University of Tennessee at Chattanooga

Overview

The University of Tennessee at Chattanooga (UTC) is a national model for metropolitan universities. In collaboration with many regional partners, UTC offers an experiential learning environment with outstanding teaching scholars in bachelor's, master's, and doctoral programs. UTC is part of the University of Tennessee System and serves a diverse student body of nearly 11,500 undergraduate and graduate students. The four academic colleges and the Graduate School offer 47 baccalaureate degrees with 128 program concentrations; 24 graduate certificate programs; 23 master's programs with 48 program concentrations; an education specialist program with three program concentrations; and six doctoral degrees with seven program concentrations. Two additional units are led by deans: the Honors College and Library. UTC has ten Chairs of Excellence, an array of endowed professorships, and the UTC Research Institute. Additionally, the University's Division-I (Southern Conference) athletic program has been expanded and strengthened measurably over the past several years, producing very positive results for student-athletes, the University, and boosters alike.

Mission

The University of Tennessee at Chattanooga is a driving force for achieving excellence by actively engaging students, faculty and staff, embracing diversity and inclusion, inspiring positive change and enriching and sustaining our community.

Values

- We believe that **students** are the reason our institution exists.
- We affirm the essential function of a **liberal arts** education.
- We commit to transformational **engagement** with our community.
- We nurture a culture of **creativity, scholarship, and innovation**.
- We embrace **diversity** and **inclusion**.
- We pursue **excellence** in all that we do.
- We live **integrity** and **civility**.

Academics

The University of Tennessee at Chattanooga is equipped with high-tech learning and research facilities and served by a faculty of teaching scholars. Through internships, cooperative education assignments, and experiential learning opportunities, UTC students learn in a laboratory as large as the world.

The Colleges and Academic Departments can be found below:

- [College of Arts and Sciences](#)
- [College of Engineering and Computer Science](#)
- [College of Health, Education and Professional Studies](#)
- [Rollins College of Business](#)
- [UTC Graduate School](#)
- [UTC Honors College](#)
- [UTC Library](#)

About the UTC Library

The UTC Library serves all UTC students, faculty, staff, and alumni, as well as the local community. The UTC Library is well equipped to support the research and scholarship needs of the UTC community with an operating budget of just over \$4 million, a dynamic and engaged faculty and staff, a new library building that opened in January 2015, and a broad collection of diverse materials including over 1,000,000 titles from physical and electronic books and journals to DVDs, streaming film, archival collections, and databases.

The UTC Library employs 26 total faculty (three administrative roles, 13 tenured faculty, seven tenure track faculty and three non-tenure track faculty). The Library also has 17 full-time staff members and three part-time staff members.

The UTC Library has a proud history as the scholarly heart of campus, vital to students, faculty, staff, alumni, and the community. To learn more about the Library's history, visit [here](#).



Library Mission Statement

Our mission is to contribute to the intellectual endeavors of the UTC community by assisting in the discovery of information and providing the infrastructure and resources for learning.

Library Values Statement

[UTC Library's values](#) statement serves as the foundation for our organizational culture, shapes our decisions, and informs how we design and deliver services. Our core values guide us in carrying out our mission, envisioning our future, and informing strategic planning, budget decisions, hiring,

collection development, and service provision. We recognize and commit to growth in areas where our current reality does not reflect our aspirations. As the UTC Library evolves, we will refine these values to reflect those of our community, our employees, and our profession.

We value the success of students, faculty, and staff

We build user-centered collections and services that promote lifelong learning and achievement of educational, personal, and professional goals. We foster curiosity and inquiry, critical thinking and self-efficacy. We design, implement, and maintain physical and technological infrastructure that supports discovery and accessibility of library resources.

We strive for equity, diversity, and inclusion

We believe that a broad diversity of identities, backgrounds, lived experiences, and viewpoints within the library allows us to best serve the members of the UTC community. We are driven to provide equitable access to information and resources by meeting the unique needs of each individual. We encourage all to bring their authentic selves in their engagement with the library and strive to include and represent these diverse perspectives in our administration, services, and collections.

We serve with integrity

We honor the trust placed in us to be careful stewards of human, financial, and physical resources. We invest in the professional growth of all library employees and celebrate their contributions to the UTC community. We protect intellectual freedom, privacy, and confidentiality. We resist censorship.

We foster empathy and respect

We meet our community, inside and outside of our organization, with a spirit of collaboration, understanding, and openness to learning from others. We commit to making decisions transparently, communicating clearly and honestly, and valuing each person's perspective and experience.

Special Collections

The [Special Collections](#) unit of the Library at the University of Tennessee at Chattanooga is the repository for the University's collections of manuscripts, university records and publications, rare books and maps, theses and dissertations, and other archival material. The repository supports a wide range of researchers including undergraduate and graduate students, faculty, members of the community, and other scholars whose work relies on primary source materials.

Special Collections is a dynamic and responsive team of four faculty archivists and librarians and one staff member working in a collaborative environment that stresses a standards-based approach to curation. The repository offers researcher-centered services that support teaching and learning at UTC and in the community. Special Collections' physical space includes the George C. Connor Reading Room, a digitization and processing lab, a photography studio, and a climate-controlled secure stacks consisting of compact and fixed shelving and flat file cabinets. Special Collections responsibly stewards nearly 4,500 linear feet of archival material, more than 14,000 print books, theses, and journals, and over 35 terabytes of digitized surrogates and born digital assets. Additionally, Special Collections manages scholarly communications, open publishing, affordable course, and data management initiatives on campus. In June 2017, the repository accepted joint responsibility for the curation of the Chattanooga History Collections, which are co-owned by the University of Tennessee at Chattanooga and the Chattanooga Public Library. Finally, Special Collections administers digital repositories powered by ArchivesSpace, CONTENTdm, and Digital Commons and up to 25 part-time student assistants, interns, and volunteers each semester.

Library Studio

The [UTC Library Studio](#) is a workspace for innovative technology and media creation. Visitors can produce a documentary, prototype their invention, digitize an old box of slides, and everything in between. It has 24 workstations loaded with specialized software and dedicated spaces to turn projects into reality. Library faculty and staff in the studio provide customized instructional sessions, one-on-one consultations, and unique workshops to assist students, faculty, and staff with a wide range of multi-media projects and assignments.

Studio also provides two production suites for A/V production, 3D printing services, and a robust collection of equipment available for loan including cameras and camcorders, audio recorders and microphones, music recording hardware and electronic instruments, light kits, projectors and public address systems, and all the accessories to ensure users are able to engage in creative work for classes, organizations, or personal enrichment. Studio is staffed by three faculty librarians, three professional staff, and student assistants who operationalize the space, help faculty design and facilitate multimedia coursework or projects, and provide consultation and point-of-need help to the UTC community.

The Writing and Communication Center

The [Writing and Communication Center \(WCC\)](#), helps students, faculty, and staff with any type of writing or communication project—including research papers, presentations, and resumes—at any stage in the process. The WCC team of two Library faculty members, one full-time staff, one-part time staff, and up to 15 student peer-tutors provide writing consultations in-person and online as well as deliver written feedback for a variety of writing and communication projects.

WCC focuses on developing writers' confidence through interactive consultations tailored to each individual's needs that provide actionable plans for revision. Consultations support the breadth of the writing process from understanding assignments and outlining ideas to drafting and writing with sources to revising and editing. Most consultants in WCC are undergraduate students that offer peer-to-peer support though WCC is also staffed with two faculty members, one professional staff member, graduate assistants, and part-time professional staff. WCC provides additional support for graduate writing and thesis and dissertation formatting, writing pedagogy and assignment review for faculty, and citation help.

Research Services

The Research and Instruction team provides comprehensive support for bringing Library resources to life through research support and instruction. The Research and Instruction team collaborates with faculty to provide personalized instruction to help students identify research questions, understand the breadth of information available to help them with their research, and develop search strategies to find information efficiently. Instruction sessions and online learning objects promote active learning, relevance, transferrable skills, and critical thinking. In



addition to instructional activities, Research and Instruction provides consultation services and provides point-of-need help at the Library Information desk. Research and Instruction is comprised of five faculty librarians, one professional staff member, and student assistants.

Affordable Course Materials Initiative

The [Affordable Course Materials Initiative \(ACMI\)](#) seeks to improve educational outcomes by lowering the cost of course materials for students.

The Affordable Course Materials Initiative (ACMI) annual grant program awards \$500 for completed projects to faculty who reduce or eliminate course materials costs for students. In ACMI Grant Projects, faculty work with UTC Librarians to swap costly required and supplemental course texts with existing library electronic resources, open educational resources (OERs), open-access scholarship, and/or alternative educational resources.

Library Enhancement Initiative

The purpose of the [Library Enhancement Initiative](#) is to provide current UTC students, faculty, and staff with an opportunity to grow and enhance the Library's collection of resources in a focused way, be it a new class, a fresh take on an old topic, or a developing research interest.

Student's Library Advisory Board

The Student's Library Advisory Board is comprised of students from all majors and represents the wonderfully diverse campus community. Every status of student is welcome, from freshman to graduate and transfer students. The aim is to include students who hold a variety of interests (Panhellenic, campus recreation, etc.) to ensure that the Library is best serving the needs of all students.

Founded in 2021, the Student's Library Advisory Board's mission is to give students an active voice in library-related issues on campus. The board is a forum for information exchange between students and the UTC Library with a shared goal of supporting the success of UTC's diverse student community.

Board members meet twice each semester to exchange ideas, share feedback, and propose changes to library operations. As well, board members stay in contact via email between meetings.





Chattanooga, Tennessee

Home to some of the world's most famous brands and industries — Moon Pie, Little Debbie, Amazon, Coca-Cola, Chatter, and Volkswagen — Chattanooga is a hub for successful business enterprise, a regional tourism center, and a rewarding place to live. Nestled next to downtown Chattanooga, UTC has easy access to the thriving business environment necessary to support real-world learning experiences. When class is over, students don't have far to go to climb, glide, hike, camp, tube, float, explore, shop, eat, kick back, and have a blast.

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 University of Tennessee at Chattanooga in this search. For fullest consideration, candidate materials should be received by **January 29, 2024**.

Application materials should be submitted to:

UTCLibraryDean@wittkieffer.com

Nominations and inquiries can be directed to:

Jessica Herrington and Cathryn Davis
UTCLibraryDean@wittkieffer.com

The University of Tennessee at Chattanooga is an EEO/AA/Title VI/Title IX/Section 504/ADA/ADEA institution in the provision of its education and employment programs and services. All qualified applicants will receive equal consideration for employment without regard to race, color, national origin, religion, sex, pregnancy, marital status, sexual orientation, gender identity, age, physical or mental disability, or covered veteran status.