

# ASSOCIATE PROVOST AND DIRECTOR OF THE ARMACOST LIBRARY & LEARNING COMMONS

## LEADERSHIP PROFILE









## THE UNIVERSITY

The University of Redlands is a private, nonprofit university that connects students to a world of opportunity, geared toward their passions and potential. Centrally located near the beaches, mountains, and desert in the heart of Southern California, the University offers more than 40 undergraduate programs, as well as 30 graduate programs in business, communication sciences and disorders, education, geographic information systems, and music—blending liberal arts and professional programs, applied and theoretical study, traditional majors and self-designed curricula. In addition to an award-winning 160-acre campus in Redlands featuring orange groves, architectural landmarks and more than 1,700 trees, the University includes seven regional locations, providing innovative programs at convenient places and times for working professionals. Surveys show that generations of alumni have found that the University, established in 1907, prepared them well for career success and lifelong learning. A commuter rail connecting downtown Los Angeles to the Redlands campus will be complete in 2020.

## TRANSFORMATIVE ACADEMICS

Undergraduates in the College of Arts & Sciences may choose from more than 40 academic majors. They also may create their own self-directed majors in the Johnston Center for Integrative Studies—where studies are multidisciplinary; curriculum and majors are by contract; and evaluations are by narrative.

Students enjoy small class sizes and an undergraduate student-to-faculty ratio of 12 to 1. At the heart of the Redlands experience is the belief that education should be highly personalized, relevant, and interdisciplinary. Examples of many stellar undergraduate academic programs include:

- Business Administration—known for its acclaimed global business program and international Fulbright Scholars and students.
- Creative Writing—students learn from accomplished professors; showcase their work in a student-run literary magazine; and benefit from the Visiting Writers Series that brings nationally recognized writers to campus.
- Environmental Studies—distinctive for opportunities of study in its state-of-the-art learning facility and in classrooms around the world.
- Psychology—exemplary for sending graduates on to careers in law, medicine, education, social work and research.
- Center for Science and Mathematics—an assemblage of excellent undergraduate programs in biology, chemistry, physics, mathematics, and computer science.

## Mission

The University of Redlands is a private, independent liberal arts university committed to providing a personalized education that frees students to make enlightened choices.

Redlands emphasizes academic rigor, curricular diversity, and innovative teaching. Redlands fosters a community of scholars and encourages a pluralistic notion of values by challenging assumptions and stereotypes in both classes and activities. A Redlands education goes beyond training to embrace a reflective understanding of our world; proceeding from information to insight and from knowledge to meaning.

Welcoming intellectually curious students of diverse religious, ethnic, national, and socioeconomic backgrounds, the University seeks to develop responsible citizenship as part of a complete education. Redlands encourages a community atmosphere with exceptional opportunity for student leadership and interaction. For working professionals, the University offers innovative academic programs at convenient locations and times.

Redlands blends liberal arts and professional programs, applied and theoretical study, traditional majors and self-designed contracts for graduation. Small classes enable each student to participate in class discussion, work closely with professors, and receive extensive individual attention. Redlands remains sensitive to contemporary trends in society and challenges students to commit themselves to a lifetime of learning.



Redlands also offers graduate programs through the College of Arts & Sciences, including:

- Master of Science in Geographic Information Science—a one-year residential program at the Redlands campus.
- Master of Science in Communication Sciences and Disorders—one of the leading training programs in the nation.
- Master of Music—in conducting, composition, music education, performance, and vocal chamber music.

The graduate and professional programs at the University serve about the same number of students as the College and offer a broad scope of study for undergraduates, graduates, and working professionals. The School of Education is one of the few professional programs in the nation to offer a Doctorate in Leadership for Educational Justice, and it also offers the innovative Spatial Literacy Program for educators and recently added a Special Education Credential program. The School of Business offers master’s degrees in business administration, management, and information technology. Students have an opportunity to participate in international study abroad programs. The School of Continuing Studies programs support lifelong learning and offer busy professionals an opportunity to further their education through workshops, certificate programs, and customized training.

#### HISTORY OF THE UNIVERSITY OF REDLANDS

Founded in 1907, the University prides itself on providing students a transformative education in an environment of academic and personal responsibility. Expressed in the language of an earlier time, Redlands, at its founding, sought to “mould the mind and the heart so that in the conflict of life, keenness and conscience shall go forth together.” The University opened in 1909 with nine faculty, ten courses of study, and 59 students, and conferred its first degrees in 1910. A School of Music followed in 1911 and a School of Education in 1924. Co-curricular life was a feature of the University from its earliest times, with the founding of the first fraternity in 1909 and the first sorority in 1910, along with the founding of a women’s literary society and the school newspaper shortly thereafter. Athletics was also established as an important part of students’ educations. The name of the University’s yearbook, *La Letra*, commemorates the “R” that was created by students on a nearby mountainside in 1913, which persists as the largest collegiate letter in the nation. As the University continued to grow, new facilities including residential and academic space, a gymnasium, chapel, and library were added in the 1910s and 1920s. Redlands persevered through the Depression and continued to grow throughout the post-war decades, increasing in both numbers and diversity of faculty and students.





Programmatic innovations characterized the 1960s and 1970s. In 1959–1960, Redlands introduced the Salzburg Program for study abroad, which has provided many thousands of Redlands students of all majors with both cultural enrichment and life-long, memorable experiential opportunities. With the founding of Johnston College, now the Johnston Center for Integrative Studies, in 1969, the University codified new directions in multidisciplinary teaching and self-directed learning that continue to inspire what has become the essence of a Redlands education.

The Alfred North Whitehead College of Liberal and Career Studies was founded in 1976, based on a vision that the early 20th century mathematician and philosopher Alfred North Whitehead had for educating working adults in England. The School of Education was separated in 2000 from what was then known as the Whitehead College for Lifelong Learning, and the School of Business followed as a separate entity in 2001.

The Redlands Centennial was celebrated throughout 2007 with a range of academic programs focused on faculty accomplishments in teaching and research and celebratory events.

Students continue to be at the heart of the University and are supported by faculty and staff who are committed to the education of students in every aspect. This commitment takes the form not only of delivery of curricular and co-curricular programs, but also of individual, daily interactions that help empower students to take ownership of their learning and to be citizens of the community. In addition to over 120 clubs and organizations and more than 20 NCAA Division III athletic teams that compete in the Southern California Intercollegiate Athletic Conference, the student experience includes community service and engagement in the global community through study abroad.

The University of Redlands is accredited by the Western Association of Schools and Colleges. The University also holds specialized program accreditations in chemistry by the American Chemical Society, in music by the National Association of Schools of Music, in communication sciences and disorders by the American Speech-Language-Hearing Association, in School of Business by the Accreditation Council for Business Schools and Programs, and in education by the California Commission on Teacher Credentialing.

## Accolades and Distinctions

### *Princeton Review*

- Listed in *Best 382 Colleges 2018*
- One of the Best Western Colleges (2018)

### *Forbes*

- One of America's Top Colleges (2017)

### *Fiske Guide to Colleges*

- Best Colleges (2019)

### *Washington Monthly*

- Top 6% Best National Universities, Master's (2018)

### *Fulbright Program*

- 21 Fulbright students over the past 10 years

### *Community Service*

- Our students log more than 120,000 hours of community service each year



## OPPORTUNITY

University of Redlands invites applications and nominations for the position of Associate Provost and Director of the Armacost Library & Learning Commons. The Associate Provost/Director of the Library reports to the Provost, is responsible for Library budgetary, personnel, and supporting faculty librarians in curricular matters, and provides leadership and vision in fulfilling the mission and goals of the Library and University.

### ABOUT THE ARMACOST LIBRARY

The Armacost Library plays an integral role in the intellectual and cultural life of the University of Redlands by facilitating the transformation of information into knowledge. Faculty and staff of the Library aspire to provide equitable access to information and support for academic success, promote reflective scholarship and engagement with the diversity of knowledge, foster lifelong learning, and collaborate to leverage the work and collections for social good in the surrounding communities.

The Library is a medium-sized library with a talented staff. The Library provides both open and cozy spaces for quiet study, tutoring, group work, and music composition, along with more than 30 computer workstations. Exhibits showcase student work, campus history, cultural events, and more. In addition to serving as a federal repository library, housing a significant collection of U.S. government publications and maps, Armacost Library's curriculum-focused collections include more than 800,000 books, periodicals, CDs, videos, DVDs, music scores, archival documents, microforms, e-books, streaming video, and open access resources. Special collections housed in the Library include the Farquhar Collection of California and the Greater Southwest, the MacNair Far Eastern Collection, the Irvine Map Library, the Hawaii-Pacific Collection, and the Barney Childs Collection.

The Library has been awarding the [Armacost Library Undergraduate Research Award](#) since 2009; it established a publishing platform, [InSPIRe@Redlands](#), in 2013 to preserve and share scholarship produced by the University of Redlands community; and it entered into a partnership with [Campus Diversity and Inclusion](#) in 2017, to facilitate a textbook-lending program for students with demonstrated financial need. In 2017 Library personnel successfully migrated their [ILS](#) from Millennium to ExLibris Alma/Primo, after more than 20 years with Innovative. The migration project was truly a team effort, with every person in the Library contributing to planning and implementing.

The Library's current priority is to embody [core professional values](#) in its practice, including:

- Advocating and promoting the principles of open access to scholarship, open educational resources, and open infrastructures;
- Modernizing the Library's systems and technological infrastructure, as well as growing its capacity to adapt infrastructure to its needs;
- Deepening its teaching partnerships with faculty across the curriculum and with units developing/offering co-curricular programming;



### 2017

As part of the North Star 2020 strategic plan, the University initiated plans to create a new physical space for an integrated campus Learning Commons in Armacost Library to support a richer student experience and promote recruitment.

### 2017

Successful migration from Millennium to ExLibris Alma/Primo completed

### 2017

Book lending program established to ensure the academic success of every student, in partnership with the office of Campus Diversity and Inclusion

### 2013

InSPIRe@Redlands publishing platform established

### 2009

Armacost Undergraduate Research Award (ALURA) established

### Special collections:

- Farquhar Collection of California and the Greater Southwest
- MacNair Far Eastern Collection, the Irvine Map Library
- Hawaii-Pacific Collection
- Barney Childs Collection

**More than 800,000 books**

- Collaborating with faculty, staff, and administrators in the Academic Affairs unit to realize the vision of a Learning Commons;
- Cultivating a culture committed to collaborative and transparent decision-making, coordination between the Library’s functional areas, and accountability and appreciation.

## REQUIRED QUALIFICATIONS

- An ALA accredited MLIS degree or equivalent.
- Demonstrated experience managing staff and faculty within the operations of a unit, including demonstrated engagement with complex issues, problem-solving, and project leadership.
- Demonstrated commitment to creating and sustaining a diverse and inclusive work and learning environment.
- A record of professional and scholarly activity commensurate for appointment at the rank of associate or full librarian.
- Demonstrated commitment to the educational role of academic libraries.

## PREFERRED QUALIFICATIONS

- Demonstrated ability to work with a diverse group of faculty, students, administrators, staff and the general public; ability and skill in team-building, fostering healthy communication practices, and collaboration across departments and units.
- Demonstrated interest in or engagement with social justice, equity, diversity, and inclusion issues, through professional or community experience.
- Knowledgeable of evolving scholarly communications practices and issues: open access, open educational resources, open scholarly infrastructure, and other opportunities and threats on the horizon.
- Familiar with critical perspectives on library practices.
- Understanding students’ needs for multi-campus locations and online learning.
- Familiarity with trends in library budget management; for example, relating to institutional support, technology, purchasing and licensing, or library programming.

## DUTIES AND RESPONSIBILITIES

- Works within a participatory faculty governance structure and fosters close working relationships with and among all constituents of the Library, the University, and the broader community.
- Collaboratively defines and implements planning for the development and continuous improvement of Library and information programs and services.
- Contributes to continued planning and co-creating of a learning commons (and future renovation).
- Advocates for, and supports, all library employees (faculty, staff, student workers).







- Actively contributes to University-wide conversations about student learning and student success.
- Raises attention to, interest in, and funding and support for library initiatives.
- Fosters transparency, inclusivity, and collaborative work at all levels, including vision, goals and objectives, policies, and workflows.
- Shares responsibility for initiating, planning, coordinating, and evaluating library and information policies and programs for the achievement of the Library and University's missions and visions.
- Manages and provides oversight of shared decisions regarding expenditures within established budgetary constraints, with a critical understanding that library budgets can reflect institutional values, which may be in tension with emerging roles for libraries.
- Guides efforts to appraise, describe, and integrate into curriculum special collections and government publications.
- Serves on a variety of University-wide governance committees, including as ex-officio member of the Committee on Academic Planning and Standards (CAPS) and the President's Cabinet.
- Serves as a contributing member of the Provost Council and Academic Affairs Division leadership team.
- Contributes to the development and fundraising initiatives in partnership with the University Advancement and Development offices.
- Actively participates in internal and external groups, and consortia, to improve regional access and services and broaden support for University of Redlands constituents.
- Engages in professional, research, and scholarly activity.



## Explore some of our major publications

*Och Tamale magazine*

- [ochtamalemagazine.net](http://ochtamalemagazine.net)

*Bulldog Blog*

- [redlands.edu/bulldog-blog](http://redlands.edu/bulldog-blog)

*President's Report 2017-18*

- [redlands.edu/presidentsreport2017-18](http://redlands.edu/presidentsreport2017-18)

*Armacost Library Blog*

- [armacostlibrary.blogspot.com](http://armacostlibrary.blogspot.com)



# CHALLENGES AND OPPORTUNITIES

The new Associate Provost/Director will engage with a wide range of stakeholders on- and off-campus as a champion for the Library as well as the University community. The new Associate Provost/Director will be well-positioned to address the following:

- **Learning Commons** – In partnership with a range of academic programs, find creative ways to use, expand, and improve existing facilities in the short term and plan for more significant renovations in the future. Be prepared to address issues of space allocation, renovation, and repurposing to accommodate new uses and needs of students and for faculty teaching practices. The learning commons is more than a physical space, thus the Associate Provost/Director will establish new and foster existing relationships with other academic programs and units to benefit students, staff, faculty, and community members.
- **Equity and Inclusivity** – Lead the Library in its role of fulfilling the educational mission of the University and provide educational and cultural opportunities for the surrounding community. The Associate Provost/Director will lead efforts in addressing the needs of on-campus as well as off-campus students and faculty. They will commit to enhancing outreach, programming, and resources for all, with a particular emphasis on welcoming and providing equitable services to members of groups who are currently and/or historically marginalized.
- **Library Advocacy** – Advocate on behalf of the Library, those who work in the Library, and for those the Library serves. They will be a visible leader within the University community, engaging stakeholders and showcasing existing programs and resources while soliciting input on new programmatic opportunities.
- **Fundraising** – Partner with University Advancement professionals to increase philanthropic support from foundations and individual donors. They will support and/or lead grant proposals that may expand the Library’s ability to support Library curricular development, programming, resources, services, and new initiatives.
- **Organizational Culture and Morale** – Continue to build a culture of openness, integrity, and accountability among those who work in the Library and cultivate an environment in which joy and meaning is evident by staff and the surrounding communities.
- **Defining the Library** – Lead collaborative discussions and new ways of thinking about libraries and the role of the Library within the University and the community. Play a key role in guiding the University and community stakeholders in understanding the expanding roles of those who work in libraries (negotiating and managing licenses for e-resources; developing and managing publishing platforms; advocating for and educating on new scholarly communication practices; conducting instructional design; writing and implementing code and scripts; etc.) in order to translate ideas into actions, set achievable goals, and maintain accountability for reaching or revising them.



## PROCEDURE FOR CANDIDACY

Confidential review of applications and nominations will begin immediately. While applications and nominations will be accepted until the position is filled, interested parties are encouraged to apply by **January 27, 2019**. Applicants should submit: (a) a curriculum vitae; (b) a cover letter that responds to the position criteria and also provides a brief statement addressing philosophy of librarianship and leadership, evidence of successful practice, and strengths and experiences with respect to demonstrated commitment to social and diversity inclusion; and (c) a sample of scholarly writing.

To apply online, go to <https://theapplicantmanager.com/jobs?pos=su128>

### For more information or to make nominations:

**Dr. Sona Andrews**

Senior Consultant  
Summit Search Solutions, Inc.  
208-577-8981  
sandrews@summitsearchsolutions.com

**Stephanie Fowler**

Senior Consultant  
Summit Search Solutions, Inc.  
530-677-9945  
sfowler@summitsearchsolutions.com

*Submission of a resume and application indicates agreement that the University may verify all information contained therein. The University of Redlands is an equal opportunity employer. Members of underrepresented groups are encouraged to apply.*

*In compliance with the Americans with Disabilities Act, if selected for the interview process and accommodations are needed, please call 909-748-8040.*







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**R** Redlands