

# DEAN OF LIBRARIES AND INSTRUCTIONAL RESOURCES

POSITION PROFILE • JUNE 2024

Salisbury  
UNIVERSITY





# TABLE OF CONTENTS

|   |    |
|---|----|
| THE ROLE .....                            | 4  |
| DIVISION HIGHLIGHTS .....                 | 5  |
| PRINCIPAL DUTIES & RESPONSIBILITIES ..... | 6  |
| PROFESSIONAL QUALIFICATIONS .....         | 7  |
| PERSONAL QUALIFICATIONS .....             | 7  |
| PROCEDURE FOR CANDIDACY .....             | 7  |
| SALISBURY UNIVERSITY OVERVIEW .....       | 9  |
| SALISBURY UNIVERSITY PRESIDENT .....      | 11 |
| SALISBURY, MARYLAND .....                 | 12 |



**Make Tomorrow Yours**  
.....  
Go to [salisbury.edu](http://salisbury.edu)



Salisbury University is a proud member  
of the University System of Maryland.

Salisbury University is an equal educational and employment opportunity institution.



One of 12 institutions of the University System of Maryland, SU is regarded as a gem throughout Maryland and beyond. The University is extraordinarily well served by highly effective staff, faculty, and administrators who lead a community of more than 7,000 students, with increasing impact from 49 bachelor's degrees, 15 master's programs, 2 doctoral programs, and a community of more than 60,000 alumni.

For nearly a century, SU has been committed to meeting the emerging needs of students and families, the surrounding community, the State of Maryland, and the nation, earning acclaim for more than 25 years from national publications including *U.S. News & World Report*, *Forbes*, *Money*, *Kiplinger's Personal Finance*, *Washington Monthly*, and *The Princeton Review*, the latter of which has ranked SU's Patricia R. Guerrieri Academic Commons among the nation's 10 best college libraries.

# THE ROLE

Salisbury University (SU) is pleased to accept applications for the Dean of Libraries and Instructional Resources.

SU's core values include diversity and inclusion because we recognize and value the considerable educational benefits that can be gained from engaging with people and ideas from a wide range of backgrounds and experiences. SU is committed to providing the campus with the tools and resources needed to ensure that SU is a welcoming and inclusive living and learning environment that prepares students to excel in a global workplace and in diverse communities.

The University attracts and recruits exceptional and diverse faculty, staff, and undergraduate and graduate students from across Maryland, throughout the U.S., and around the world. The person in this role will build on existing practices and resources, and forge new programs and initiatives to ensure every person on campus – from students and employees to visitors and guests – feels supported, welcome, and included at SU.

The Dean of Libraries and Instructional Resources supports the mission of Salisbury University by providing vision, leadership, management, and supervision for the University's libraries. The dean fosters collaborative and creative relationships within the Libraries, across campus, and with other institutions and organizations to create a vibrant hub supporting teaching and learning, student and faculty success, and community engagement.

The Dean reports to the Provost and Senior Vice President of Academic Affairs and oversees faculty and staff in the following areas:

- Collection Management
- Access Services
- Research/Instructional Services
- External Library Relations
- MakerLab
- Dr. Ernie Bond Curriculum Resource Center
- Nabb Research Center for Delmarva History and Culture (which includes University Archives, Special Collections, the Local History Archives, and the Perdue Museum/Archives)
- Museum of Eastern Shore Culture at Salisbury University

In addition, the Dean has primary oversight of the Patricia R. Guerreri Academic Commons, which the Princeton Review named as a **Top 10 “Best College Library” in the nation** in 2024.





# DIVISION HIGHLIGHTS

## MISSION & VALUES

The Salisbury University Libraries cultivate and sustain a superior learning community by providing user-centered services and information resources in an engaging environment dedicated to the free exchange of ideas and excellence in learning, teaching, scholarship, creativity, and service.

The core values that guide their work include:

- Intellectual Inquiry
- Equity
- Service
- Respect
- Empowerment
- Creative Adaptability
- Collaboration

## NABB RESEARCH CENTER FOR DELMARVA HISTORY AND CULTURE

The Edward H. Nabb Research Center for Delmarva History and Culture at Salisbury University is a humanities research laboratory for students that also fulfills the historical resource needs of a variety of community researchers. Its non-circulating library contains books, serials, and archival and artifact collections relating to United States history, the greater Chesapeake region, and the Delmarva Peninsula. Their extensive primary and secondary regional archival collection contains family histories, correspondence, photographs, manuscripts, ledgers, diaries, local business and organizational records, maps, newspapers, land surveys, oral histories, and rare books.

## MUSEUM OF EASTERN SHORE CULTURE

Scheduled to open in 2024, the Museum of Eastern Shore Culture is located in downtown Salisbury. Items from SU's former Ward Museum of Wildfowl Art will be on display on a rotating basis. Partnership agreements are being put in place with several area arts and cultural organizations to display select pieces of their collections. Rotating exhibits will feature artwork by students and regional artists, as well as displays focusing on indigenous cultures and collaborations with other community organizations. In addition, the museum will host programming including workshops with local artisans, a speaker series featuring regional topics of interest, featured artist talks, and youth and community programs.

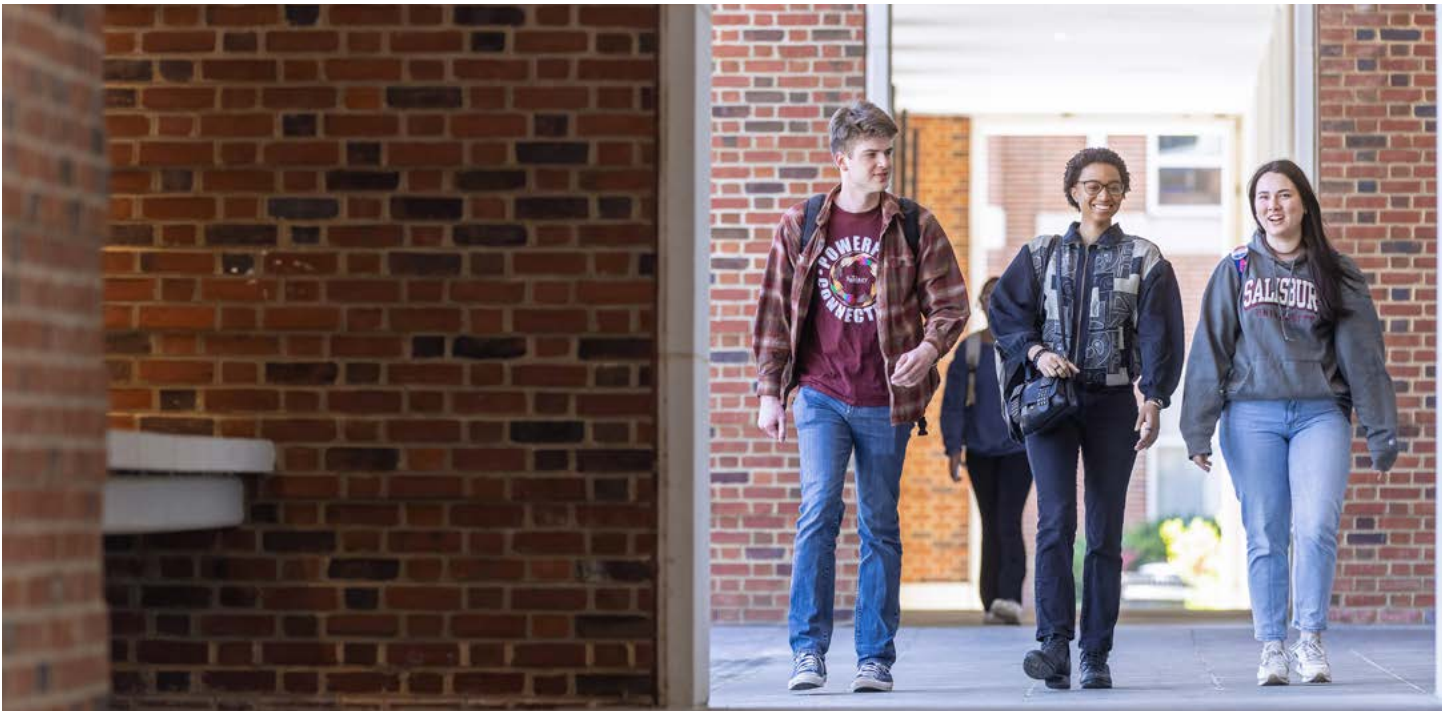


**7.4K**

Guerrieri Academic Commons group study reservations last year

**60K**

items lent by SU Libraries last year



## PRINCIPAL DUTIES & RESPONSIBILITIES

### PROGRAM MANAGEMENT

- Oversee the daily operations of the libraries and facilitate organizational models that promote effective and efficient administration of services in all areas of the SU Libraries.
- Manage budgets for all areas within SU Libraries, including analyzing spending and creating fiscal efficiencies, and developing long-range fiscal plans to support a state-of-the-art experience for users and current trends in library science, library management, technology, and instructional support.
- Oversee hiring and foster the professional growth and development of library faculty and staff.
- Engender an atmosphere of respect, collegiality, and openness to empower faculty and staff to accomplish the goals of the SU Libraries.
- Ensure the activities of the SU Libraries comply with all relevant institutional, University System of Maryland, and professional policies and professional standards, and facilitate the development and implementation of unit-level policies that will enhance the success of the SU Libraries.
- Manage the use and the physical condition of the Patricia R. Guerreri Academic Commons and other spaces used by the SU Libraries.

### RELATIONSHIP DEVELOPMENT

- Represent the SU Libraries on campus, in the community, and within the University System of Maryland and broader network of professional organizations.
- Serve as a member of the Provost's leadership team in the Division of Academic Affairs.
- Implement SU Libraries initiatives to support student success and the recruitment and retention of SU faculty/staff.
- Foster an inclusive environment in the Libraries in support of all faculty, staff, students, and community visitors.
- Participate in professional library organizations, such as the University System of Maryland and Affiliated Institutions (USMAI) Library Consortium, and promote SU Libraries' participation in university governance.

### STRATEGIC AND VISIONARY LEADERSHIP

- Develop short- and long-term strategic plans for all aspects of library services, operations, and management, and engage in regular assessment and continuous improvement planning to foster high-level success.
- Serve as a strategic leader for open educational resource and information literacy initiatives on campus.
- Assist with fundraising and donor engagement activities in support of the SU Libraries.
- Seek grant funding for activities supported by the SU Libraries.
- Oversee marketing and communications for the SU Libraries

## PROFESSIONAL QUALIFICATIONS

The successful candidate will be a passionate, accomplished, and committed leader who can continue and advance the University's commitment to excellence in all assigned areas.

This is an in-person, campus-based position.

### QUALIFICATIONS INCLUDE:

- A master's degree in library or information science is required; a second graduate degree and/or advanced degree is preferred
- A minimum of 7 years of progressively responsible management experience in academic or research libraries
- Experience with strategic planning, fiscal management, personnel management in library and archives settings
- Knowledge of higher education structures, practices, and issues
- Experience with fundraising and grant writing
- Commitment to developing a diverse, equitable, and inclusive library culture
- Ability to cultivate partnerships and relationships within and outside of the Libraries and the university
- A record of engagement in professional organizations
- Demonstrated knowledge of current issues, developments, innovations, and challenges in academic libraries and archives and scholarly communications
- Experience working with special collections, research centers, or museums is desirable

## PERSONAL QUALIFICATIONS

- Strong interpersonal skills
- Sound professional judgment
- Proven skills in written and oral communication
- Problem solving
- Follow-through
- Time management
- Organization and planning
- Customer service
- Ethics and integrity

## 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.

Applications will be accepted via Salisbury University's online employment application system.

Visit our website [salisbury.edu/hr/careers](https://salisbury.edu/hr/careers) to apply online, submit a cover letter and resume by September 2, 2024.

Salisbury University has a strong institutional commitment to diversity and equal educational opportunities. To that end, the University prohibits discrimination on the basis of sex, gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, genetic information, religion, sexual orientation, gender identity or expression, veteran status, or other legally protected characteristics. Direct all inquiries regarding the nondiscrimination policy to the Office of Institutional Equity/ Title IX Coordinator, 1216 Camden Ave., Salisbury, MD 21801, 410-543-6426.

SU is an Equal Opportunity/AA/Title IX university and provides reasonable accommodation given sufficient notice to the University office or staff sponsoring the event or program. For more information regarding SU's policies and procedures, please visit [salisbury.edu/equity](https://salisbury.edu/equity).

*The material presented in this Position Profile is provided for informational purposes only. The material has been compiled from various Salisbury University documents and is believed to be accurate at the time of this document's creation.*







# SALISBURY UNIVERSITY OVERVIEW

Salisbury University sets success in motion. As a student-centered, public regional comprehensive University, SU provides a high-quality undergraduate education, along with excellent graduate and certificate programs. Located on Maryland's Lower Eastern Shore, the friendly campus has a powerful sense of community and "just right size" feel, and our beautiful grounds are a nationally recognized arboretum.

At SU, anyone can "Make Tomorrow Yours." We are known for our:

- Warm and Friendly Environment
- Faculty and Staff Who Open Doors for Students
- Opportunities for Students
- Affordability and Return on Investment
- Commitment to Equity and Inclusion

## ENROLLMENT

Approximately 7,000 students attend SU in the 2023-24 academic year, with approximately 6,280 undergraduate and 740 graduate students.

With a student-faculty ratio of 13:1, the University fosters close engagement between students and faculty, and brings together talented students from across campus in collaborative research, professional development, and experiential learning opportunities. SU values the diversity of its student population; undergraduate minority and international enrollment is approximately 30%. Students come from 37 states and 36 foreign countries.

## RESOURCES

SU enjoys sound financial footing, with a Fiscal Year 2023 budget of approximately \$200 million. For the 2024-25 academic year, tuition and fees are estimated to be \$11,084 for in-state undergraduate students and \$22,174, for out-of-state.

SU's Business, Economic and Community Outreach Network (BEACON) has estimated the University's regional economic



impact at some \$480 million.

## COMMUNITY

SU is a campus of more than 1,600 staff and 600 full- and part-time faculty. These dedicated and devoted faculty and staff value a culture of collaboration and shared governance, and a creative and engaged student population that is increasingly diverse.

SU graduates join a growing network of more than 60,000 alumni worldwide, working for corporations including Amazon, JPMorgan Chase & Co., NASA, Perdue Farms, Under Armour, and The Walt Disney Co., to name just a few.

The University houses several centers of excellence, including:

- Charles A. Wight Multicultural Center for Equity, Justice, & Inclusion
- Institute of Public Affairs & Civic Engagement
- Dave & Patsy Rommel Center for Entrepreneurship
- Business Economic & Community Outreach Network
- Mid-Atlantic Sales & Marketing Institute
- Edward H. Nabb Research Center for Delmarva History & Culture
- Bosserman Center for Conflict Resolution
- Eastern Shore Regional GIS Cooperative
- Eastern Shore Child Care Resource Center

## STRATEGIC PLAN GOALS

SU is guided by a [Strategic Plan](#) developed through collaboration and analysis and discussion with faculty, staff, students, and other constituents.

The five overarching goals are:

1. Enrich Academic Success and Student Development
2. Inspire a Campus Culture of Inclusive Excellence, Support, and Collaboration
3. Support Access, Affordability, and Academic Excellence
4. Deepen Engagement with Our Community
5. Enhance Environmental, Social, and Economic Sustainability

## ACADEMICS

The University seeks to provide all of its students rich opportunities, a broad worldview, and a balance of challenge and support to use their talents to shape the future. SU offers 49 bachelor's degrees, 15 master's programs and 2 doctoral programs, with several online/distance learning options. Believing that affordable access to public higher education is essential, the University's highest purpose is to empower students with the knowledge, skills, and core values that contribute to active citizenship and gainful employment in an interdependent world.

SU is home to these schools and colleges:

- Graduate School
- College of Health and Human Services
- Glenda Chatham & Robert G. Clarke Honors College
- Charles R. & Martha N. Fulton School of Liberal Arts
- Richard A. Henson School of Science Technology
- Franklin P. Perdue School of Business
- Samuel W. & Marilyn C. Seidel School of Education

## RANKINGS & ACCOLADES

- SU was named the No. 1 Fulbright Student producing institution in the Master's Carnegie Classification for 2022-23. In the last decade, SU has had 42 Fulbright students.
- SU also has been recognized by the U.S. Department of State's Bureau of Educational and Cultural Affairs as one of the top producers of Fulbright Scholars (faculty).
- In the past decade, SU students have won more than 100 national and international fellowships, including the National Science Foundation Greater Research Fellowship, Charles B. Rangel Scholarship, Barry M. Goldwater Scholarship, Critical Language Scholarship, David L. Boren Scholarship and Gates Cambridge Scholarship.
- SU consistently is named among the best universities in the U.S. by guides including *U.S. News & World Report*, *The Princeton Review* and *Forbes*.
- *U.S. News & World Report*, *Money*, *Kiplinger's Personal Finance*, *Forbes* and *Washington Monthly* have named SU among the best college values in the nation.
- *U.S. News & World Report* consistently has named SU's M.B.A. and nursing programs among the nation's best online graduate programs.
- SU's Patricia R. Guerrieri Academic Commons twice has been named a "Best College Library" (top 10 in the U.S.) by *The Princeton Review*.
- *The Princeton Review* and U.S. Green Building Council have named SU among the nation's top "Green Colleges."
- SU is home to 23 varsity athletics programs, with 23 NCAA Division III team championships and 24 individual national championships. Men's and women's golf begin in 2024-25.



# SALISBURY UNIVERSITY PRESIDENT

## DR. CAROLYN RINGER LEPRE

Dr. Carolyn “Lyn” Ringer Lepre became Salisbury University’s 10th president on July 15, 2022. She came to the Delmarva Peninsula from Radford University in Virginia, where she formerly served as interim president.

At Salisbury, she has set goals of increasing enrollment and retention rates (with a special focus on undergraduate enrollment); creating a campus-wide diversity, equity, and inclusion plan; making SU a top 25 campus in *U.S. News & World Report* rankings; placing a greater emphasis on study abroad and study away programs; creating a facilities plan to attract students and support high-quality educational experiences; restructuring the SU budget to ensure the University’s spending is the most strategic it can be; adding new varsity sports (men’s and women’s golf have been announced); creating 100 new endowed scholarships as part of fundraising efforts for the University’s 100th anniversary in 2025; and continuing to tell the SU story through its “Make Tomorrow Yours” brand.

Lepre began her academic career as a faculty member at California State University, Chico; the University of Tennessee, Knoxville; and Marist College in Poughkeepsie, NY. During her tenure at Marist, she served as chair of the Department of Communication and director of the college’s Honors Program. In 2013, she was named assistant dean of Marist’s School of Communication and the Arts, advancing to interim dean in 2014 and then dean in 2016.

She joined Radford as provost and vice president for academic affairs in 2020. In that position, she collaborated with the academic leadership team and the student-centered faculty and staff to advance critical initiatives designed to foster the delivery of high-quality academic programs and experiences, and support the University’s strategic plan.

These endeavors included launching the Academic Success Center; launching a distinctive new general education curriculum, which empowers students to be in control of their coursework from day one and provides an individualized path to degree completion; establishing a stand-alone School of Nursing; establishing a partnership with the Appalachian School of Law that created dual-degree programs; and developing three online fast-track degree programs (R.N.-to-B.S.N., M.B.A., and M.S.N.).

In addition to her academic work, Lepre has extensive professional experience in the communication industry, having worked for various national publications and media outlets. Her research has focused on media representation of gender and diversity, health communication and mass communication education, and she has published more than 40 book chapters, refereed journal and conference articles. She also is the co-author of *U.S. Media and Diversity* (Wiley-Blackwell), now in its second edition, with a third edition in progress.

Lepre earned her B.A. in English and journalism at Miami University (OH), her M.S. in journalism from Ohio University and her Ph.D. in mass communication from the University of Florida.

### PRESIDENT’S CABINET

- Provost & Senior Vice President for Academic Affairs
- Vice President of Administration & Finance
- Vice President of Student Affairs & Auxiliary Services
- Vice President of Advancement and Executive Director of the SU Foundation, Inc.
- Vice President of Inclusion, Access, & Belonging
- Chief of Staff & Vice President of Public Affairs & Strategic Initiatives
- General Counsel



## THE SALISBURY SEVEN

During SU President Carolyn Ringer Lepre’s inaugural State of the University Address she outlined the pursuit of specific goals and initiatives aligned with seven priorities – the Salisbury Seven:

1. Invest in people who deliver on the promises we make to students
2. Deliver a rigorous, student-focused academic program taught by world-class educators on a world-class campus
3. Have a continual commitment to inclusion, diversity, opportunity, equity, and the cultivation of a sense of belonging
4. Strategically grow to serve the needs of the Eastern Shore, Maryland, and the nation, while holding fast to our identity as a student-focused institution
5. Be known for innovative high-impact practices and educating the whole student for a lifetime of leadership and service
6. Raise resources to support SU programs, students, and culture
7. Strengthen our institutional identity and reputation

# SALISBURY, MARYLAND

Perfectly located between Atlantic Ocean beaches and the Chesapeake Bay, the City of Salisbury is the largest city on the Eastern Shore of Maryland and the economic and cultural hub of the Delmarva Peninsula. *U.S. News & World Report* has rated Salisbury among the nation's top 20 Fastest Growing Cities and Safest Places to Live, and in the top 100 Best Places to Live. Realtor.com has called Salisbury the No. 1 Best College Town for Families.

SU boasts a strong relationship with the city and its leaders, and contributes to an engaged community fostering an exciting downtown revitalization. The city is home to an arts and entertainment district, the Salisbury Zoo, and City Park, and is surrounded by a region known for its charming small towns and refreshing outdoor activities. The city and campus are close to Ocean City, MD, and two hours from the metropolitan areas of Washington, Baltimore, and Philadelphia.

