



HARVARD LIBRARY

# Associate University Librarian for Discovery and Access

SPRING 2024

HARVARD  
LIBRARY





## **Associate University Librarian for Discovery and Access, Harvard Library**

Harvard Library seeks an Associate University Librarian (AUL) for Discovery and Access, a strategic, collaborative leadership role with a large portfolio and a broad impact on advancing open knowledge.

### **SENIOR LEADERSHIP**

Reporting to the Vice President for the Harvard Library and University Librarian, the AUL for Discovery and Access is an active member of the Vice President's senior team, sharing responsibility for library-wide planning, resource allocation, organizational development, and strategies for advancing equity, diversity and inclusion in the library's workforce, services, collections, and spaces, in support of the library's mission.

## DISCOVERY AND ACCESS STRATEGIES AND PARTNERSHIPS

The AUL provides collaborative, strategic leadership in the continual evolution of services that enable people and machines to discover and access library content, whether that content is in digital or tangible format, purchased or licensed, created in the library, or in open access channels. They are a knowledgeable thought leader and partner in the creative opportunities of current and emerging technologies to advance discovery and access. They work very closely with counterparts in library technology services, scholarly resources and services, and special collections and archives, build strong trust relationships with colleagues across the library, university, and peer institutions, and represent the library in collaborative initiatives.

## ADMINISTRATIVE GUIDANCE

The AUL's direct reports are senior leaders of units responsible for content acquisition, digitization, description, and access for libraries across the university, and user experience research that informs library services. The AUL provides guidance to direct reports on human resources, finances, and other administrative matters, in consultation with administrative colleagues. The portfolio includes approximately 245 staff and the associated budgets of each unit.

## EVOLVING PRACTICES

The AUL ensures a user-centered and evidence-based approach to the development of inclusive, sustainable services. In support of those services, the AUL adapts organizational practices in their portfolio to meet strategic priorities, including shifting those created for a print-dominant world to ones supporting the hybrid world of digital and print. This includes facilitating a focus on equitable employee development programs that build creativity and flexibility and support evolution in skills, enabling employees to contribute their best work in pursuit of goals and objectives.





## **ABOUT HARVARD UNIVERSITY**

Harvard University is devoted to excellence in teaching, learning, and research, and to developing leaders in many disciplines who make a difference globally. Founded in 1636, Harvard is the oldest institution of higher learning in the United States.

## **ABOUT HARVARD LIBRARY**

Harvard Library includes over 800 staff engaging with scholars and students across more than 25 libraries and around the world. With over 20 million physical and digital items, our vast collections are renowned for their global reach and depth, with resources spanning the development of all disciplines and more than 460 languages. Our rare and special collections are among the most remarkable in the world. We collect collaboratively with peer institutions and facilitate international open access, seeking to build a diverse, open corpus of knowledge with scholars and citizens everywhere. Established in 1638, we are the oldest library system in the United States and the world's largest academic library.

## PURPOSE

We champion curiosity for the betterment of the world.

## VISION

We aspire to be global leaders in expanding world knowledge and intellectual exploration.

## MISSION

We are expert partners on the pathways to knowledge. We engage with our communities in the creation and sharing of new knowledge, connecting them with vast collections that we curate and steward with collaborators around the world. At its core, our mission is to advance the learning, research, and pursuit of truth that are at the heart of Harvard.



## VALUES

### LEAD WITH CURIOSITY

We expand intellectual frontiers and remain in awe of what we do not yet know.

### SEEK COLLABORATION

We bring people and ideas together from within and beyond because we believe partnership creates more interesting results.

### EMBRACE DIVERSE PERSPECTIVES

We cultivate and celebrate diversity in our collections and our community to construct a more inclusive and just world.

### CHAMPION ACCESS

We enhance access to information and advance inclusive models of scholarly communication.

### AIM FOR THE EXTRAORDINARY

We drive progress and deliver the unexpected, building on our past and forging the future.



## ADVANCING OPEN KNOWLEDGE

Harvard Library is guided by a strategic framework of [Advancing Open Knowledge](#) with the following directional goals.

### DIVERSIFY AND EXPAND ACCESS TO KNOWLEDGE

One of Harvard Library's exceptional strengths is our collections. They reflect the global reach and depth of the University's remarkable academic programs and history and include premier holdings that contribute to a broad corpus of scholarly resources available to scholars, students, and citizens around the world. Harvard Library's focus in digitization and open access initiatives has been on ensuring equitable opportunities for a diversity of voices to be shared and heard from and in all parts of the world. Building on these global perspectives, we aim to further diversify and expand access to knowledge by making very deliberate choices about what we do locally and what we support collectively.

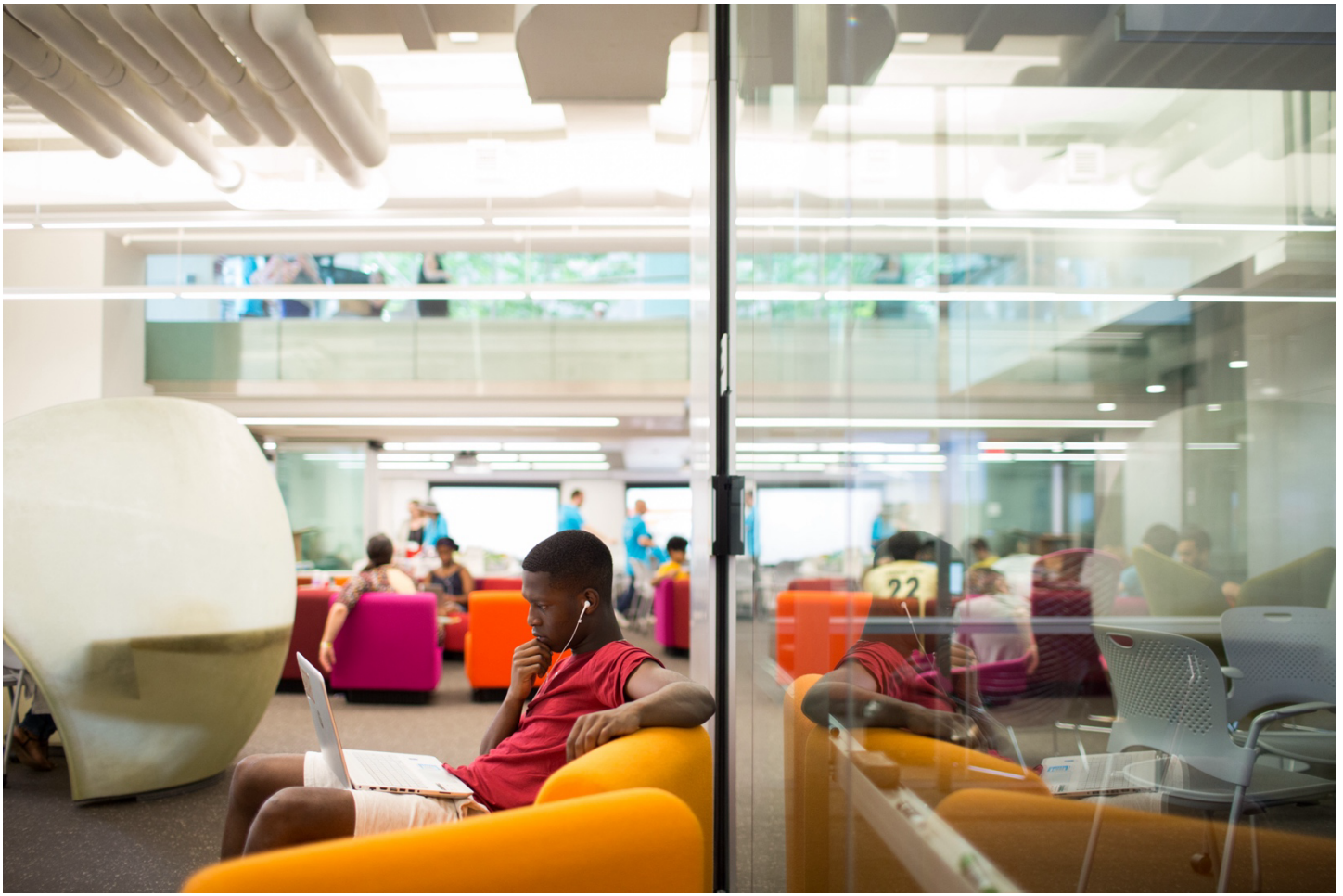
## ENHANCE DISCOVERY AND ENGAGEMENT

Research, teaching, and learning depend heavily upon the ability to easily discover, explore, create, and share information. Harvard Library has several key attributes that will help us improve these experiences in the broader information landscape as well as locally. We have teams dedicated to enhancing discovery and use of digital collections, focused on both infrastructure enhancements and user-driven design. We are one of only a handful of libraries that still have significant expertise in the structured metadata that brings people to information, and we have the potential to explore the application of artificial intelligence to this important research-library concern. Human expertise remains a key element of how libraries contribute to discovery and creation experiences, and Harvard's librarians and archivists are leaders in their fields. And, although the recent pandemic years highlighted the importance of virtual information services and resources, it also highlighted the value of access to our remarkable tangible collections and library spaces.



## PRESERVE FOR THE FUTURE

As one of the most comprehensive research libraries in the world, and a leader in preservation, Harvard Library has a strong sense of responsibility for the stewardship of information resources that we acquire, access, and produce. This pertains as much to born-digital content as to our analog collections and the digitized surrogates created from them. It includes the digital scholarship and research data that is produced by our researchers and students, the digital records of the university, and the content that we create in delivering our services. We are not in this alone: our decisions about what to preserve are made in the context of the responsibilities of other memory institutions and opportunities for collaboration with peers.



## RECENT ACCOMPLISHMENTS AND PRIORITIES

The role of AUL for Discovery and Access has existed since 2020. Since then, the AUL has engaged in numerous key priorities supporting the library's vision, mission, and values. Following are a few examples that a new incumbent will continue to move forward.

### DIGITAL CONTENT

A key focus for Harvard Library is on acquiring, accessing, and creating digital content that is accessible to all, as open as possible, and permits creative uses of collections as data. This has included streamlining processes for analyzing e-books packages, a project to convert tabular data in image files to actionable data sets, and a collections digitization program that prioritizes high-impact research themes. Building on decades of experience in digitizing physical resources, this new digitization program is designed to address research trends and shared interests in digitization to create more cohesive, interdisciplinary collections. While individual repositories will continue to use central services to support school and department needs, the coordinated program utilizes efficiencies of scale to maximize shared resources. A robust infrastructure within the Harvard Library enables the processing, digitization, preservation, and discovery of these materials.



## METADATA ENHANCEMENTS

Our Information and Technical Services teams have been engaging in many initiatives focusing on metadata enhancements, including linked data strategies and partnerships with Harvard stakeholders to identify areas for enhancing catalog records to improve access to our collections and represent them more respectfully and equitably. The team has developed semi-automated workflows to expedite cataloging of backlog materials and nonstandard formats and is experimenting with using generative AI tools to help with processing. A focus on reparative description practices has included clear articulation of commitments to address harmful language in bibliographic and archival description.

## USER EXPERIENCE & DISCOVERY

The User Research Center at Harvard Library is a campus and national exemplar. Most recently they have conducted action-oriented research on how our users find and engage with special and digital collections and how our students currently perceive and make use of generative AI tools. The Digital Collections group is responsible for the creation of Curiosity sites, which provide users a focused experience with curated digital collections. The team also leads the Library in ensuring our materials and resources meet the highest standards of digital accessibility.



## ACCESS

Our physical libraries and collections are central to Harvard Library's vision and the Harvard campus experience. Recent and planned space renovations are impacting physical collection management and access, which remains a vital aspect of support for research, teaching and learning at Harvard. Priorities have included new records storage facilities at the Harvard Depository and ReCAP initiatives supporting cooperative stewardship of a shared collection in partnership with Columbia, New York Public Library and Princeton. Also supporting collaborative resource sharing was the completion of the major BorrowDirect migration project with the IvyPlus Libraries Confederation, enabling Harvard to develop internal staff workflows to support efficient processing of BorrowDirect lending and borrowing activities. At the same time, access services are evolving substantially, with an increased focus on accessible digital course reserves and online user queries.

## CAPACITY-BUILDING PARTNERSHIPS

Our efforts to broaden access to collections include not only Harvard's holdings and research outputs but partnerships with other communities who wish to share their intellectual assets with scholars and readers worldwide. Harvard recently launched two significant collaborations whereby we support processing and digitization of important research collections that remain with their owning organizations: the papers of former Liberian President Ellen Johnson Sirleaf with the Ellen Johnson Sirleaf Presidential Center in Liberia, and the HBCU Digital Library Trust with the HBCU Library Alliance and the Atlanta University Center Robert W. Woodruff Library.

## GENERATIVE AI

Harvard Library launched a set of activities last summer to engage staff in exploring the opportunities of generative artificial intelligence. Much of this promise relates to enhancing discovery and engagement, including chatbots drawing on librarian-created answers and library collections, new approaches to metadata, and reimagined discovery systems.

## REIMAGINING DISCOVERY

Our remarkable collections are only valuable if we support the ability to discover and use them to create and share new knowledge. Multiple technical projects have focused on simplifying and enhancing our online discovery environment in recent years, including an upgrade to our primary platform for showcasing digital collections, and numerous updates to enhance the HOLLIS catalog experience. Now, we are embarking on an exciting new project to reimagine Harvard Library's discovery platforms. Currently we host an array of discovery systems that, in the aggregate, betray their value in their variety and complexity. Our vision today is to reimagine and transform how researchers, students, and the global community access and explore Harvard's extensive collections, making all kinds of information easily discoverable and accessible.



## CANDIDATE PROFILE

### BASIC QUALIFICATIONS

- Ten or more years' experience in a large research library, university, or academic enterprise with 5 or more years in a leadership role
- Demonstrated success in developing inclusive, sustainable services and leveraging digital technologies
- Master of Library and Information Science degree or equivalent education/experience

### ADDITIONAL QUALIFICATIONS

- Strong leadership and administrative skills, including ability to think strategically and develop and communicate a shared vision
- An understanding of how to proactively build collaborative relationships with administrative leaders, faculty and staff across multiple organizational elements and academic disciplines within a university
- Excellent interpersonal skills and oral and written communication skills, and ability to inspire others
- Ability to work effectively in a decentralized and matrix environment
- Experience leading in a unionized environment
- Strong data gathering, data analysis, and analytical skills, and experience in evidence-based decision-making
- Proven track record of managing change in a complex organization
- Demonstrated ability to manage complex and large budgets
- Demonstrated experience in introducing and sustaining successful collaborative initiatives
- Knowledge of global information access issues and emerging trends
- Demonstrated experience with legacy, emerging library technologies and technical services
- Evidence of continuing professional engagement and development

### COMPENSATION & BENEFITS

Annual Salary Range: \$176,600 to \$326,600

More at [hr.harvard.edu/salary-ranges](https://hr.harvard.edu/salary-ranges)

### CONTACT

If you're interested in learning more, please contact Marybeth Godwin, Senior Talent Acquisition Manager at [marybeth\\_godwin@harvard.edu](mailto:marybeth_godwin@harvard.edu).



## LOCATION

The position is based on our campus in Cambridge, MA. There may be the opportunity for a flexible or hybrid work model compliant with Harvard University remote work policies.

## BENEFITS

We invite you to visit Harvard's Total Rewards website (<https://hr.harvard.edu/totalrewards>) to learn more about our outstanding benefits package, which may include:

- **Paid Time Off:** 3-4 weeks of accrued vacation time per year (3 weeks for support staff and 4 weeks for administrative/professional staff), 12 accrued sick days per year, 12.5 holidays plus a Winter Recess in December/January, 3 personal days per year (prorated based on date of hire), and up to 12 weeks of paid leave for new parents who are primary care givers.
- **Health and Welfare:** Comprehensive medical, dental, and vision benefits, disability and life insurance programs, along with voluntary benefits. Most coverage begins as of your start date.
- **Work/Life and Wellness:** Child and elder/adult care resources including on campus childcare centers, Employee Assistance Program, and wellness programs related to stress management, nutrition, meditation, and more.
- **Retirement:** University-funded retirement plan with contributions from 5% to 15% of eligible compensation, based on age and earnings with full vesting after 3 years of service.
- **Tuition Assistance Program:** Competitive program including \$40 per class at the Harvard Extension School and reduced tuition through other participating Harvard graduate schools.
- **Tuition Reimbursement:** Program that provides 75% to 90% reimbursement up to \$5,250 per calendar year for eligible courses taken at other accredited institutions.
- **Professional Development:** Programs and classes at little or no cost, including through the Harvard Center for Workplace Development and LinkedIn Learning.
- **Commuting and Transportation:** Various commuter options handled through the Parking Office, including discounted parking, half-priced public transportation passes and pre-tax transit passes, biking benefits, and more.
- **Harvard Facilities Access, Discounts and Perks:** Access to Harvard athletic and fitness facilities, libraries, campus events, credit union, and more, as well as discounts to various types of services (legal, financial, etc.) and cultural and leisure activities throughout metro-Boston.



## COMMITMENT TO EQUITY, DIVERSITY, INCLUSION, AND BELONGING

Across the Harvard Library, our work is enriched by our diverse campus community. Our unique and wide-ranging abilities, experiences, and perspectives are integral to achieving Harvard University's mission of excellence in research, teaching, and learning for our patrons, our collections, and our workplace. We believe that an inclusive environment that cultivates and promotes understanding, respect, and collaboration across our diverse workforce enables our success.

We invite individuals with diverse backgrounds, experiences, and abilities to be a part of our community of over 700 staff members. Our work with faculty, students and researchers to explore answers to intellectual questions, enduring and new, and to seek solutions to the world's most consequential problems, requires that we not only reflect, but also champion our diverse society.

Harvard Library inspires collaboration, reflection, experimentation, and discovery connecting users to related disciplines and to University-wide teaching resources. The Library engages users through curated discovery, digital collections, reimagined physical space, and specialized research support. Today, Harvard Library's holdings range from traditional print collections to rapidly expanding access to digital resources. Harvard Library provides the University's faculty, students, and researchers—now and in the future—with exceptional experiences and comprehensive access to these materials.

Learn more about our contributions to the academic enterprise by visiting us at <http://library.harvard.edu> and about the Harvard University community at <http://hr.harvard.edu/why-harvard>.

The Harvard Library is a proud member of the Association of College & Research Libraries (ACRL) Diversity Alliance.

## EEO STATEMENT

We are an equal opportunity employer, and all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability status, protected veteran status, gender identity, sexual orientation, pregnancy and pregnancy-related conditions, or any other characteristic protected by law.

