

# BRYN MAWR

## COLLEGE

### **Chief Information Officer and Constance A. Jones Director of Libraries**

Bryn Mawr College in Pennsylvania – a flourishing, diverse educational community dedicated to the highest academic standards – seeks a dynamic, collaborative, and bold leader to be its next Chief Information Officer and Constance A. Jones Director of Libraries (CIO & Director of Libraries). Reporting to Bryn Mawr’s president, the CIO & Director of Libraries will ensure that the College’s integrated IT/library organization continues to advance a culture of innovation, inclusiveness, and excellence and that it is positioned and resourced to play a central role in the success of Bryn Mawr faculty, students, and staff, and indeed of the College itself.

### **Library & Information Technology Services**

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Since its formation as a merged organization in 2002, [Library & Information Technology Services \(“LITS”\)](#) has been an enterprise function providing all Bryn Mawr users with integrated services that cover the full array of library and IT disciplines and functional areas. The CIO & Director of Libraries leads LITS and is responsible for its vision, staff, resources, budget, and performance.

LITS’s [mission](#) is to “partner with Bryn Mawr College departments and community members to enable teaching, learning, research, and administrative work institution-wide by providing contemporary tools, data, scholarly resources, and expertise. Our staff participate in many ways in the educational mission of the College, including professional development and mentorship for the many students who work with us each year.”

In LITS’ current configuration, eight senior staff report to the CIO-Director of Libraries, each leading a well-defined library and/or technology area:

- Seymour Adelman Director of Special Collections
- Director of Library Research, Instruction, and Patron Services
- Director of Enterprise Data, Systems, and Interfaces
- Director of Educational and Scholarly Technology
- Director of Collection Management and Discovery
- Director of Client Engagement and Planning
- Senior Project Director
- Director of Information Security

Across these leaders’ teams, LITS employs approximately 75 professional staff. For FY2024, LITS’ budget from all sources and for all purposes including staff compensation, library acquisitions, and program funding, surpassed \$17M. The libraries benefit from the annual distributions from roughly \$63M in endowments.

In the 2024-2025 academic year, Bryn Mawr will begin a comprehensive study of its library spaces, resources, and systems with an eye to reimagining all the libraries mean to its academic mission and its community.

The College has three libraries: Canaday, Carpenter, and Collier. [Canaday Library](#) is the College's main humanities and social sciences library. It houses the humanities and social sciences collections, Special Collections, the College Archives, computer labs, the Writing Center, the Lusty Cup Cafe, and many library staff offices. [Carpenter Library](#) collections support programs in History of Art; Classical and Near Eastern Archaeology; Greek, Latin, Classical Studies; and Growth and Structure of Cities. Carpenter also houses five classrooms and the Digital Media and Collaboration Lab. [Collier Science Library](#) collections support the academic and research needs of the biology, chemistry, geology, mathematics, physics, and psychology programs.

Bryn Mawr's [Special Collections Department](#) manages the College's extensive collections of rare books, manuscripts, art works, cultural artifacts, digital collections, and the College's archives in support of the overall College mission. Special Collections staff promote teaching and learning with the collections through exhibitions, class visits, research consultations, internships, and public programs.

Bryn Mawr's overall collections are significantly expanded through its partnership with Haverford and Swarthmore's libraries as part of the TriCollege (TriCo) Consortium. The [TriCollege Libraries Digital Collections](#) repository includes unique and rare archival collections, manuscripts, publications, ephemera, maps, and photographs, sourced primarily from the Rare Book and Manuscripts and College Archives divisions of Special Collections. LITS is responsible for the infrastructure and systems services (including VMWare for virtual servers, server hardware, storage area network, and backup systems) shared across Bryn Mawr, Haverford, and Swarthmore Colleges. This "Tri-Co" consortium has existed since the middle of the 20<sup>th</sup> century and continues to enable efficient acquisition and management of library assets, reducing redundancy and enabling each partner to develop strengths in specific complementary areas.

Bryn Mawr is preparing to implement Workday HR and Finance to replace its legacy on-premise PeopleSoft ERP and FinancialEdge finance system. The Workday suite, dubbed Platform, is intended to go live in January 2026. After a year of stabilizing and enhancing Workday, LITS will sunset the HR and payroll components of PeopleSoft and FinancialEdge. The replacement of the PeopleSoft student system with Workday Student will then be the priority, potentially in FY2027-28. The College uses Moodle for its learning management system; in the spring of 2024, LITS launched a new identity and access management system, Rapid Identity.

In addition to the Workday project, LITS has recently invested in information security – for example through creating a Director of Information Security role – and in research computing, aiming to meet and guide the growing appetite on the part of Bryn Mawr faculty and students – undergraduate and graduate – for more robust cyberinfrastructure.

LITS manages Bionic, the shared system for cross-registration between Bryn Mawr and Haverford in the context of the "Bi-Co" arrangement that enables students from each college seamlessly to take courses at the other (because of which, Bryn Mawr and Haverford will likely move to the same new system information system at the same time).

The primary faculty group within the College's shared governance framework that engages LITS is the Committee on Library, Information, and Computing, or CLIC. CLIC has decision rights on aspects of LITS' work that directly affect the academic program. The College Special Collections Committee focuses on the development and management of Bryn Mawr's collections. Friends of the Bryn Mawr College Libraries are a group of dedicated volunteers and donors stewarded by their Board, a strategic advisory body for the CIO & Director of Libraries and are potential partners in fundraising leadership. The College works regularly with partners in the context of the Native American Graves Protection & Repatriation Act.

The [MISO \(Measuring Information Service Outcomes\) Survey](#), now an industry standard for library and IT organizations at institutions of higher learning, was [founded at Bryn Mawr](#) in 2004.

## **The Position**

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The new CIO & Director of Libraries will advance Bryn Mawr's mission by delivering exciting, integrated, secure, and sustainable library, information, research, data, and administrative services and systems to faculty, students, staff, and alumnae. The CIO & Director of Libraries will provide cohesive leadership across both the library and IT functions, supporting their ongoing collaboration and ensuring their unique needs are addressed within a strategic vision of the College's information and technology resource. And they will function as an integral part of the President's senior staff, ensuring that technology and library investments and priorities align with overall institutional goals, contributing to effective decision-making by the leadership team, and bringing a clear grasp of the College's opportunities, risks, and challenges to the leadership and staff of LITS.

As the leader of LITS, the CIO & Director of Libraries will fulfill management and mentoring responsibilities that provide equitable and inclusive working environments to the staff they supervise and the faculty, staff, and students they work with.

The new CIO & Director of Libraries is responsible for LITS' performance and reputation and for the performance and morale of its staff. They will advance core responsibilities and will embrace a number of exciting strategic priorities.

### **Core Responsibilities:**

- Fostering a culture of innovation, service, and accountability through a sustained commitment to programs and customer service in support of the institutional mission and goals.
- Through training, supervising, evaluating, and supporting professional development opportunities for LITS staff, fostering a service-oriented culture that provides a working relationship with students, faculty, and staff across the institution.
- Managing and developing information and technology resources in the context of Bryn's Mawr's strategic goals and objectives, ensuring that technology and library investments support the institutional strategic plan and priorities.
- Leading the evaluation of risks and opportunities related to the College's information and technology assets and explaining technology concerns to relevant College constituents.

- Ensuring that the College continues to develop and manage its library collections and archives strategically and sustainably.
- Overseeing the effective and efficient administration of the College's technology infrastructure including the campus network, administrative and academic systems, web services, help desk, student information system, and telecommunications; working closely with units across campus to implement technology to serve the College's priorities in both academic and administrative computing.
- Leading the creation of library spaces that are inviting and stimulating and that foster academic collaboration and social engagement.
- Evaluating and implementing systems to enhance data security and facilitate risk management, disaster recovery, and business continuity planning, with processes to review these on a regular basis.
- Contributing to the development of policy on data privacy and research data protections; deploying and monitoring cyber-security training throughout campus.
- Conducting ongoing assessment, planning and oversight of academic and administrative systems to ensure they meet institutional and departmental needs.
- Continually refining the campus-wide technology strategy to be responsive to the needs of the college community and to align with the College's overall strategic plan.
- Overseeing effective development and management of the LITS budget.
- Monitoring LITS project demands and recommend prioritization and timelines to the President, colleagues on senior staff, College governance, and Board of Trustees.

### **Strategic Priorities:**

- Embracing and honoring the culture of Bryn Mawr while looking toward the future and moving forward with appropriate change-management practices designed to work in the College's shared-governance environment
- Exploring and reinventing what "library" means at Bryn Mawr in the 21<sup>st</sup> century, envisioning an experience-based, technology-first suite of services and resources that engage faculty and students in new forms of research, collaboration, and learning
- Shepherding LITS's existing culture of helping, listening, and collaborating while working with College leaders, faculty, and staff to establish key technology and library priorities
- Deepening and expanding partnerships with campus partners, particularly with regard to IT systems, academic research, special collections, and educational technology
- Conceiving a new vision for library spaces that will maximize the campus's use of library resources while foregrounding connection and community
- As a co-sponsor of the Workday implementation, ensuring that the ERP is designed, resourced, and executed successfully and that it yields measurable gains in efficiency and comprehensive resource planning
- Collaborating with the new Director of Information Security to advance IT and data security practices across campus
- Supporting key external IT and library partnerships with Haverford College and Swarthmore College in the context of the Bi-Co and Tri-Co collaborations

### **Qualifications & Competencies**

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The Chief Information Officer and Director of Libraries will be a creative, collaborative, and empathetic leader who will bring vision, energy, and a capacity for innovation to their work. They will invest themselves in Bryn Mawr's community and will proactively and energetically engage its commitment to [equity, inclusion, and anti-racism](#).

#### Preferred Qualifications

- Experience developing or leading technology-based services and infrastructure in an integrated library and technology organization supporting an education institution; familiarity with the opportunities, challenges, resource needs, and values of an academic library and an academic IT organization.

#### Required Qualifications

- An undergraduate degree from an accredited institution
- At least eight years of management experience in library and/or information technology
- An understanding of best practices and emerging solutions in the management of library resources
- A strategic understanding of the technologies relevant to collaboration, communication, research, teaching and learning, and resource management such as digital networks, multimedia applications, distributed computing, hardware and software infrastructure, and cloud-based services – along with demonstrated ability to provide leadership and direction strategic choices and investments in them
- Broad knowledge of legal issues and risks relating to cyber security, privacy, and data stewardship
- Demonstrated experience in strategic planning and implementation
- Excellent leadership and personnel development skills
- Ability to communicate concisely and effectively in multiple media and with a broad array of audiences
- Ability to establish and maintain effective working relationships with a wide range of constituencies who have varying degrees of domain expertise in library or technology
- Participation in national organizations relevant to the work of LITS; commitment to fostering staff participation in same; a record of bringing new ideas to the organization from engagement with such communities

#### **Bryn Mawr College**

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Bryn Mawr is a distinguished women's college, located on a beautiful residential campus just outside Philadelphia, Pennsylvania. Two distinctive coed graduate schools and a post-baccalaureate premedical program enrich the College community and offer opportunities for advanced study.

At Bryn Mawr, students choose from a wide array of majors in the sciences, social sciences, and the humanities. The College is a leader in academic innovation, with a particular focus on putting learning into action through research, fieldwork, community and social justice engagement, and

internships. Bryn Mawr further expands students' options to learn and explore through long-standing partnerships with Haverford and Swarthmore Colleges and the University of Pennsylvania, as well as through the cultural and social resources of Philadelphia.

In Bryn Mawr's diverse, close-knit community, with its strong student government and deep traditions, students build lifelong friendships and connections. A vibrant faculty of scholar-teachers and a talented staff support students in their educational journey. The College's commitment to building inclusion is critical to realizing its values of excellence and equity.

At fiscal year-end, 2024, the College's endowment was valued at \$1.2B. Its FY2025 operating budget is \$130M.

### History of Bryn Mawr College

Established in 1885, Bryn Mawr was founded to offer a more rigorous education than any then available to women. Like many projects of late 19th century Progressive thinkers, this bold vision embodied emancipatory potential and deep contradictions.

Its principal architect was the College's first dean and second president, M. Carey Thomas, who became an influential national advocate for women's advancement. Like some who were part of the Progressive Movement, however, Thomas embraced and contributed to the eugenics movement, and her vision for Bryn Mawr and for women excluded African Americans and reflected ethnic and anti-Semitic bias. The College continues to grapple with this complex legacy and the harms that resulted and has made advancing equity and inclusion central to its mission and its vision of institutional excellence.

From its founding, Bryn Mawr has prized superb teaching and research. The College offered undergraduate and graduate degrees from the outset and was the first women's college to offer the Ph.D. Bryn Mawr's undergraduate and graduate programs became widely viewed as models of academic excellence, helping to elevate higher education standards nationwide.

While the College has been non-denominational for most of its history, Bryn Mawr was founded by members of the Religious Society of Friends ("Quakers"). Its Quaker legacy can be traced in the costly, principled stands President Katherine McBride took on behalf of freedom of belief and conscience during the McCarthy era and again in the late 1950s and during the Vietnam War, at times costing the College government financial aid funds. The College's commitment to social justice has also found myriad forms of expression on campus, including in the 1914 founding of its Graduate School of Social Work and Social Research, one of the first in the United States, and the deep engagement of many current students in community service and with social justice issues.

Respect for students' capacity to direct their own lives has always been an integral part of Bryn Mawr, which was the first college in the country to approve a student self-government association (1891). For more than 135 years, students have taken a large measure of responsibility for managing residential life and upholding standards of academic integrity through the College's Honor Code, which many alumnae describe as a lifelong touchstone for professional and personal integrity.

The traditions of high expectations, academic excellence, civic engagement, and ethical commitment remain at the core of Bryn Mawr's identity, expressed today through innovative academic programs and approaches to learning and among students and alumnae/i who pursue lives of purpose in all fields of endeavor. Our graduates include Emily Balch 1889, who received the Nobel Peace Prize in 1946; Ume Tsuda 1894, founder of the first women's college in Japan; Enid Cook '31, a distinguished microbiologist and the first African American graduate of Bryn Mawr; seven recipients of MacArthur Fellowships; the first women presidents of the University of Chicago and Harvard University; recipients of Pulitzer Prizes; members of the National Academies of Science; one of Forbes Magazine's ten most powerful women in the world; and many leaders in business, government, and nonprofit organizations.

### The Mission of Bryn Mawr College

Bryn Mawr College educates students to the highest standard of excellence to prepare them for lives of purpose. The College's rigorous liberal arts curriculum and distinguished graduate programs foster a thirst for knowledge, open inquiry, global perspectives, civic engagement, and innovation through study across the arts, humanities, sciences, and social sciences. A world-class faculty of teacher-scholars, a talented staff, and a tight-knit student body cultivate intellectual curiosity, independence, personal integrity, and resilience in a community of passionate, joyful learners.

As a residential women's college at the undergraduate level, and through coeducational graduate programs in arts and sciences, in social work, and in post-baccalaureate premedical training, Bryn Mawr is committed to women's education and empowerment, to gender equity, and to supporting all students who choose to pursue their studies here.

Equity and inclusion serve as the engine for excellence and innovation. A commitment to racial justice and to equity across all aspects of diversity propels our students, faculty, and staff to reflect upon and work to build fair, open and welcoming institutional structures, values, and culture. Emerging from their Bryn Mawr experience equipped with powerful tools and with a deeper understanding of the world and each other, our graduates define success on their own terms and lift up others as they make a meaningful difference in the world.

### College Leadership

[Wendy Cadge](#) is the 10th president of Bryn Mawr College and a nationally renowned expert in contemporary American spirituality and religion. Cadge previously served as the dean of the Graduate School of Arts and Sciences at Brandeis University. She received her bachelor's degree with high honors and majors in Sociology and Anthropology, and Religion, from Swarthmore College, and her master's and Ph.D. from Princeton University.

### **Bryn Mawr Campus and Community**

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Bryn Mawr College is situated on a beautiful 135-acre campus in the town of Bryn Mawr in Lower Merion Township, Pennsylvania. Located approximately 11 miles west of Philadelphia, the College is easily accessible by both major highways and public transportation.

## To Apply

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Bryn Mawr College has retained [Opus Partners](#) to support this recruitment. [Craig Smith](#), Senior Partner, and [KD Sweaney](#), Senior Associate, are leading the search. Inquiries and nominations should be sent to [kd.sweaney@opuspartners.net](mailto:kd.sweaney@opuspartners.net); applications should be submitted through the [online application portal](#). Required application materials include a resume and cover letter that addresses the responsibilities and qualifications of the role. For fullest consideration, candidates should submit their materials by November 29<sup>th</sup>, 2024. The search process will unfold with the greatest possible attention to candidate confidentiality.

The salary range for this position will be \$210,000-\$250,000 annually.

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*Bryn Mawr College is an equal opportunity employer. Applications are considered without regard to race, color, religion, national or ethnic origin, sex, sexual orientation, age or disability.*