

# Candidate Brief

Executive Director

**OCUL** Ontario Council of  
University Libraries

**GRIFFITH  
GROUP**

EXECUTIVE SEARCH

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# About Ontario Council of University Librarians (“OCUL”)

## Mission

OCUL advances research, teaching, and learning by collaborating at scale in the development and delivery of innovative and transformative services, resources, and digital research infrastructure for Ontario's universities.

## Vision

OCUL will be a key partner in a transformed teaching, learning, and research environment that surpasses the expectations of students, faculty, and staff across Ontario.

## OCUL Operating Principles

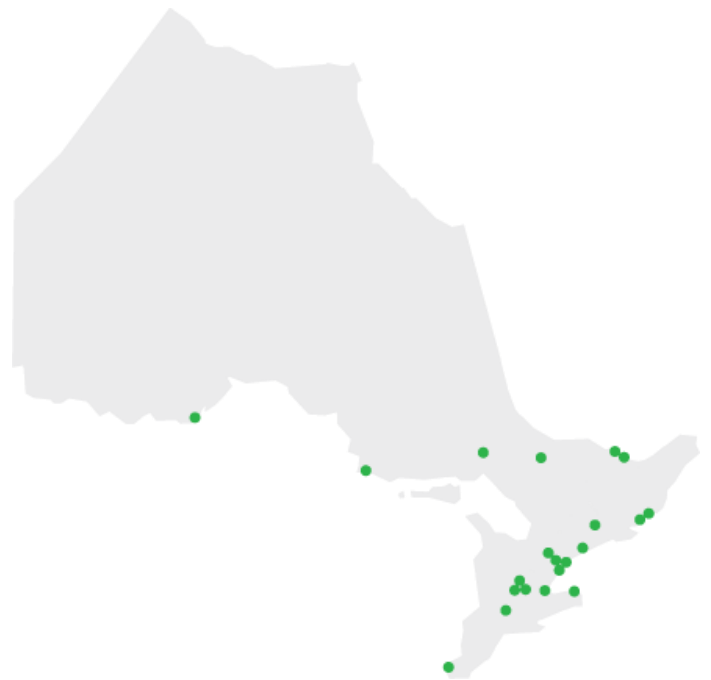
1. OCUL initiatives are developed and sustained in a climate that encourages new ideas, enables effective collaboration and builds consensus.
2. Initiatives are proposed, considered and agreed upon according to OCUL's governance practices and the Rules of the OCUL By-Laws.
3. Initiatives must be congruent with OCUL's mission.
4. Initiatives must be congruent with OCUL's vision.
5. Initiatives must balance risk (financial, legal, reputational, etc.) with opportunity (new relationships, new revenue streams, etc.)
6. A. Initiatives involving subsets of OCUL members are OCUL initiatives when they are enabled by OCUL (i.e. opt-in, cost recovery services).  
  
B. Initiatives involving subsets of OCUL members may be considered as OCUL initiatives when there is some likelihood of others joining at a later date, when information about the work is regularly shared with the membership as a whole, and when OCUL as a whole is expected to benefit from the experiences of the subgroup.
7. Initiatives must respect (and not jeopardize) COU's status as an association of not-

for-profit members.

## Members

OCUL currently serves 21 post-secondary libraries in Ontario.

- Algoma University
- Brock University
- Carleton University
- Guelph, University of
- Lakehead University
- Laurentian University
- McMaster University
- Nipissing University
- OCAD University
- Ontario Tech University (formerly UOIT)
- Ottawa, University of
- Queen's University
- Royal Military College
- Toronto, University of
- Toronto Metropolitan University (formerly Ryerson University)
- Trent University
- Waterloo, University of
- Western University
- Wilfrid Laurier University
- Windsor, University of
- York University



To learn more, please visit: <https://ocul.on.ca/our-members>

# Services

## Scholars Portal

The [Scholars Portal](#) technological infrastructure preserves and provides access to information resources collected and shared by Ontario’s 21 university libraries.

Through Scholars Portal online services, Ontario’s university students, faculty and researchers have access to an extensive and varied collection of e-journals, e-books, social science datasets, geo reference data and geospatial data. Scholars Portal also supports the online interlibrary loan platform for Ontario’s universities, a bilingual virtual chat reference service, and other tools designed to aid and enhance academic research in Ontario.

To learn more, please visit: <https://ocul.on.ca/scholars-portal>

## OCUL Collaborative Futures

OCUL has undertaken the development of a shared vision of the future of library management systems in Ontario’s academic libraries - a vision that articulates new possibilities and builds on a decade-long history of collaboration and cooperation.

This vision involves radical collaboration to help OCUL libraries face the challenges of today - the transformation of scholarly communication and higher education, rapid developments in information technology, and declining or limited resources.

To learn more, please visit: <https://ocul.on.ca/projects/collaborative-futures>

## Consortial Products

OCUL managed over 180 licenses for electronic resources on behalf of its member libraries. This is a complete list of electronic resources that have been licensed by OCUL since 2010.

To learn more, please visit: <https://ocul.on.ca/consortial-products>

## Preservation

Since 1967, OCUL members have been committed to leveraging resources for the joint purchase of academic resources and to ensuring responsible stewardship of our collections. Our shared Scholars Portal repository of digital resources has grown to more than 50 million e-journal articles, 600,000 e-books, a large collection of social science and health data sets, and geo-referenced data and geospatial files.

OCUL is committed to preserve Ontario academic collections, both print and digital.

To learn more, please visit: <https://ocul.on.ca/preservation>

## Professional Development

The Ontario Council of University Libraries (OCUL) coordinates a variety of professional development opportunities in partnership with various local and international workshop facilitators.

These workshops are open to staff from OCUL member institutions. Those interested in participating in these workshops are asked to contact their supervisor or school representative before registering.

To learn more, please visit: <https://ocul.on.ca/professional-development>

# The Opportunity

Reporting to the Chair of the OCUL Executive Committee, the Executive Director (ED) oversees the organization’s staff, planning, administration and operations budget of over \$5 million annually, and a content licensing budget of over \$21 million annually. On behalf of the consortium, the ED sets programs, services and infrastructure, and oversees technology and service activities. The ED manages the OCUL staff team of seven, as well as a dotted line report from the leadership of the Scholars Portal unit of the University of Toronto Libraries, which provides core technology services to OCUL. The ED liaises regularly with the Council of Ontario Universities (COU) on matters related to human resources administration, financial services and works within the legal, policy and procedural parameters of COU Holding Association Inc., which is the administrative employer of the ED and OCUL staff. The position also works closely with key leaders and subject experts located in OCUL member institutions to determine and advance the shared goals of members, while balancing their diverse needs and perspectives regarding OCUL's successful programs and services.

## Key Responsibilities:

### **Under the direction of the OCUL Executive, establishes priorities for the OCUL consortium’s strategic, programmatic, and service priorities**

- Provides vision and strategic leadership for the organization, ensuring that the mission, goals, strategic directions and programs aligned and clearly defined and supported.
- Sustains OCUL as a vital organization that is a leader in library resource sharing and development of information services and technologies.
- Works collaboratively with the OCUL member directors, and in close consultation with the OCUL Executive, to facilitate engagement and ensure member support and involvement in OCUL.
- Identifies and guides the development and assessment of services and programs to meet both emerging and evolving needs of member libraries.
- Leads, manages, evaluates and reports on OCUL programs, and the staff responsible for those programs.
- Leads and builds up on the OCUL culture of significant shared involvement among university library staff throughout Ontario.

## **Communication**

- Communicates and consults with the OCUL member directors to ensure informed engagement.
- Provides expert advice and guidance on OCUL initiatives and new opportunities and ensures timely and comprehensive assessment and reporting on activities.
- Liaises with and builds positive relationships with COU to advance OCUL priorities and ensure operational effectiveness.
- Collaborates effectively with other related organizations, corporations and government policy bodies to support the mission and goals of OCUL.
- Identifies partnerships working with other groups and communities with similar goals.
- Represents OCUL externally, in library consortia and organizations (ICOLC, CARL, etc), higher education, public, corporate, government, and, other related organizations and the media

## **Administration, Human Resources, Finance, and Budget**

- Determines requirements and directs the effective utilization and administration of OCUL's human, financial, information and physical resources to meet its mission, goals, strategies and plans.
- Provides oversight for contractual relationships established by OCUL, including all procurement, the negotiation of new contracts and licenses, and management of members' e-resources annual expenditures of more than \$21 million.
- Explores funding opportunities including development and administration of grants, to support new and existing programs.
- Provides oversight, facilitation, and support for effective governance and business records management, and the administration of meetings, programs, workshops, other events and activities as appropriate.

# The Individual

OCUL is a member-driven consortium with a history of innovation and leading-edge collaborative services to enhance learning and research for Ontarians. This appointment calls for exceptional interpersonal, cultural, and communication competencies, and the ability to proactively develop and maintain effective working relationships with Board members, constituents, colleagues, and stakeholders at all levels.

As the ideal candidate, you have experience in a university library, academic environment, relevant association or member-based organization with a collaborative leadership culture. Your tenure includes successful and progressive leadership roles, and experience in human resource management and advocacy to funding and government entities. You are skilled at effective budget development and fiscal management, and are adept at developing and implementing financial strategies, including cost sharing, budget sustainability and grant writing. You have experience with electronic resource license negotiations and familiarity with all aspects of electronic resource management practices. As a lifelong learner, you keep abreast of emerging issues, trends, and best practices affecting academic libraries and scholarly communication, providing you the confidence to articulate, advise, and contribute to national and international dialogues on behalf of OCUL. Candidates must have a demonstrated commitment to equity, diversity, inclusion and accessibility, and the ability, commitment, and motivation to help create and sustain a transparent and collaborative culture. Applicants must hold a degree from an accredited Master’s level program in library and information studies, or relevant equivalent postgraduate degree, or a postgraduate degree along with relevant experience.

While the Search Committee recognizes that no one individual will possess all the following qualifications in equal measure, the ideal candidate should have the following attributes and experiences:

## Competencies

- Exceptional interpersonal, cultural, and communication competencies.
- Demonstrated commitment to equity, diversity, inclusion and accessibility.
- Proven strength in building relationships with stakeholders at all levels.
- Diplomacy, tact and superior problem solving and political skills.
- Proficiency in budget planning, analysis, and allocation.

- Ability to maintain objectivity and focus in challenging situations, achieving consensus among differing viewpoints. Effectively facilitates discussions.
- Excellent organization and time management skills with a proven commitment to quality assurance, accuracy, and fiscal responsibility.
- Ability, commitment, and motivation to help create and sustain a transparent and collaborative organizational structure.
- Experience developing and leading innovative services and operations, continuous improvement, and assessment and project management.

## **Experience and Education**

- Experience in a university library, academic environment and/or relevant association and member-based organizations.
- Demonstrated success and progressively responsible leadership, including experience in collaborative leadership roles/ environments.
- Experience with effective budget development and fiscal management.
- Experience in human resource management and effective team leadership.
- Strong leadership abilities with superior communication skills, oral and written.
- Strong planning, organizational and effective time management skills; ability to balance varying priorities and assignments.
- A demonstrated interest and engagement in emerging issues, trends, and best practices affecting academic libraries and scholarly communication in Canada.
- Demonstrated ability to articulate, advise, and contribute to the national and international dialogues on behalf of OCUL.
- Demonstrated ability to develop and implement financial strategies for libraries, including cost sharing, budget sustain ability and grant writing.
- Ability to proactively develop and maintain effective working relationships with Board members, constituents, colleagues, and other stakeholders.
- Experience with electronic resource license negotiation and familiarity with all aspects of electronic resource management practices at academic libraries.
- Experience with advocacy to funding and government entities.
- A degree from an accredited Master's level program in library and information studies, or relevant equivalent postgraduate degree, or a postgraduate degree along with relevant experience.

# To Apply

OCUL is committed to fostering a collegial culture grounded in equity, diversity, and inclusion. The organization and its members encourage applications from women, racialized/persons of colour, Indigenous Peoples, persons with disabilities, persons of all sexual orientations and gender identities and all candidates who would contribute to the diversity of the community.

OCUL is an equal opportunity employer. In accordance with provincial guidelines, upon request, accommodation will be provided by both Griffith Group and the OCUL throughout the recruitment, selection and/or assessment process to applicants with disabilities.

Applications (cover letter and curriculum vitae) for this exceptional opportunity at OCUL should be submitted in confidence to Jane Griffith and Sam Walton at:

**Jane Griffith**  
**Managing Partner and Founder**  
Griffith Group Executive Search  
[jane@griffithgroup.ca](mailto:jane@griffithgroup.ca)

**Sam Walton**  
**Partner**  
Griffith Group Executive Search  
[sam@griffithgroup.ca](mailto:sam@griffithgroup.ca)

# Appendix A: Strategic Plan 2019-2024

In 2019-2024, OCUL will, independently or in partnership ...

## 1. Advance Research

OCUL will expand the breadth and depth of research resources available to member institutions. OCUL will seek out innovative strategies for preserving and curating research resources.

- 1.1.** Offer a growing number and variety of digital resources to the OCUL community (curated by commercial publishers, scholarly societies, researchers, or libraries; public domain, Open Access and licensed; purchased, subscribed to and free).
- 1.2.** Seek out effective and innovative strategies for preserving digital library collections and other research resources.
- 1.3.** Provide research data preservation and access for Ontario's universities and their researchers.

## 2. Advance Teaching and Learning

OCUL will develop and deliver robust, user-centred and sustainable services to support the academic success of students, faculty and staff at member institutions. OCUL will work to build capacity across member institutions.

- 2.1.** Pilot state-of-the-art services to the OCUL community to meet new and emerging needs.
- 2.2.** Provide services and resources in ways that respect the dignity and independence of all members of the OCUL community at all times. OCUL will be a leader in the development of partnerships to expand Canada's digital research infrastructure and stimulate global collaboration by strengthening technological capacity and staff expertise in member libraries.

### 3. Support Robust Infrastructure

OCUL will continue to enhance the technological infrastructure and staff expertise required to support 21st century collections and services.

**3.1.** Strengthen Ontario universities’ technological infrastructure (either independently or in collaboration).

**3.2.** Work with partners to build a national research infrastructure where OCUL can offer or gain value.

**3.3.** Strengthen staff expertise to support new collections, services and technological infrastructure.

### 4. Demonstrate Value

OCUL will advance the efforts of Ontario’s academic libraries to transform scholarship and revolutionize the delivery of library services and resources by modeling both an evidence-based approach to its practices and a strong focus on communicating value.

**4.1.** Collect and assess data for all OCUL programs, activities, services, and resources to demonstrate the impact of OCUL programs and services on the scholarly community.

**4.2.** Communicate the value OCUL brings to teaching, learning, and research across Ontario.

To learn more, please visit:

<https://ocul.on.ca/sites/default/files/OCUL%20Strategic%20Plan%202019-24--approved%20April%202019.pdf>