Executive Summary

Emory University seeks a visionary, collaborative, and inclusive leader to unite and envision the future of the Emory Libraries and the Michael C. Carlos Museum as its inaugural vice provost for libraries and museum. Nominations, inquiries, and applications are invited.

Emory’s strategic aspirations – to foster a culture of eminence that attracts and inspires scholars of the highest order, to cultivate a thriving campus and a compelling student experience, to harness imagination and discovery to address 21st-century challenges, and to unleash the university’s shared potential with the city of Atlanta to mobilize change for the world – aim to increase research impact and speak to the need for a strong and synergetic union between the libraries and museum.

The Emory Libraries and the Michael C. Carlos Museum have a long history of collaboration to make university collections accessible to the Emory community and beyond, forming a strong connection through shared goals and values. Uniting the organizations under a single executive leader formalizes the connection between the libraries and museum to build on this strong relationship; facilitates closer coordination in the fulfillment of their complementary educational, research, and discovery missions; and enhances support for both. Emory seeks a leader who can strengthen both organizations, find opportunities in their shared missions, and still recognize the distinctions between their missions. The inaugural vice provost is a visionary who will discern key directions for the libraries and museum, discover new ways to advance research and scholarship, address barriers to diversity, equity, and inclusion, leverage available resources to achieve priorities, and establish fundraising priorities and institutional partnerships to advance the overlapping and distinguishing missions of the libraries and museum.

Ranked among the top 20 Association of Research Libraries (ARL) in North America, Emory University Libraries in Atlanta and Oxford, Georgia are the interdisciplinary intellectual commons for Emory and the heart of the university. The Emory University Libraries include:

- The Robert W. Woodruff Library;
- The Woodruff Health Sciences Center Library, which includes clinical branches serving Emory Healthcare;
- The Stuart A. Rose Manuscript, Archives, and Rare Book Library;
- The Goizueta Business Library;
- Three service points: the Science Commons, Heilbrun Music and Media Library, and Cox Hall Computing Center;
- Academic Technology Services, which includes Canvas management and support, faculty and staff video production studios, and managing the makers space, media lab, and Cox Hall Computing Center; and
- The Library Service Center (co-managed with Georgia Tech Library).

Other campus libraries, reporting to their respective deans, are the Oxford College Library (located 30 miles from the main campus), Pitts Theology Library, and the Hugh F. MacMillan Law Library. The Emory Center for Digital Scholarship (ECDS), which is in the Robert W. Woodruff Library, is a strategic partner.

The collections at the nine Emory Libraries include more than 5.6 million volumes, 400,970 electronic journals, over 1.6 million electronic books, and internationally renowned special collections.
Libraries is a member of the Association of Research Libraries (ARL), the Association of College and Research Libraries (ACRL), the Association of Academic Health Sciences Libraries (AAHSL), the Atlanta Regional Council for Higher Education (ARCHE), the Coalition for Networked Information (CNI), the Center for Research Libraries (CRL), the Council on Library and Information Resources (CLIR), the Digital Library Federation (DLF), HathiTrust, International Federation of Library Associations and Institutions (IFLA), the Medical Library Association (MLA), and the Scholarly Publishing & Academic Resources Coalition (SPARC) as well as regional associations including the Association of Southeastern Research Libraries (ASERL), and Georgia Library Learning Online (GALILEO).

Formally established on Emory’s Atlanta campus in 1919, the Michael C. Carlos Museum – named in 1993 for philanthropist Michael C. Carlos – is one of the premier university museums in North America and is accredited by the American Alliance of Museums. The museum holds more than 25,000 objects and is one of the most comprehensive collections in the region with artwork from ancient Egypt, Nubia, and the Near East; Greece and Rome; the Americas; Africa; and Asia as well as a collection of works on paper from the Renaissance to the present. Through world-class permanent collections and special exhibitions developed in-house and/or in partnership with international institutions and lenders, innovative programming, and one-of-a-kind opportunities to engage with art firsthand, the Michael C. Carlos Museum serves Emory University and the Atlanta community as a dynamic interdisciplinary center that cultivates literacy in the arts and fosters understanding of diverse religions and civilizations. The museum includes approximately 12,000 square feet of display space, with both on-site and off-site storage facilities. The museum also has one of the few in-house conservation labs in the region that is devoted to research and mentoring as well as collections care. The museum collections and staff are engaged in teaching and research, including courses developed around collections, class sessions held in the museum, student, staff, and faculty research on objects, student internship or work opportunities across museum departments.

Located in Atlanta, Georgia and founded in 1836, Emory University has an international reputation for world-renowned scholarship and research, unparalleled teaching, and a preeminent medical center that provides students with the access to, and opportunity for, hands-on learning experiences with researchers and scholars. A member of the Association of American Universities (AAU) since 1995, the university benefits from collaboration across its nine undergraduate, graduate, and professional schools. These schools include Emory College of Arts and Sciences, Oxford College, Goizueta Business School, Laney Graduate School, School of Law, School of Medicine, Nell Hodgson Woodruff School of Nursing, Rollins School of Public Health, and Candler School of Theology. With approximately 15,000 students, including 8,000 undergraduates and 7,000 graduate and professional students, Emory attracts students from every state and more than 100 countries. Over the last year, Emory has hired two top leaders, President Gregory L. Fenves and Provost Ravi V. Bellamkonda.

Reporting to the provost and executive vice president for academic affairs, the new vice provost will unite Emory Libraries and the Michael C. Carlos Museum under a new leadership structure, create and build support for a cohesive vision for the future, create a culture of collaboration and innovation, manage resources strategically and grow support for the libraries and museum, support and develop the team of libraries and museum professionals, build partnerships across the university and throughout the community, develop sustainable practices and update facilities, and advance Emory’s commitment to diversity and inclusion.
The successful candidate will possess expertise in an academic discipline and/or the field of library/information science. A relevant graduate degree is required, and a PhD is preferred. Substantial and progressively responsible administrative leadership experience in an academic or research library setting is required; experience in a museum setting would be highly advantageous. An ability to lead, envision and innovate; to engage and unite stakeholders; to listen carefully and communicate persuasively; to build strong relationships and collaborate effectively; to understand and support the needs of all disciplines; to secure external funding; and to operate the library system and museum administrative and budgetary functions with a high level of skill, and a clear understanding of national trends in higher education, the academic library profession, and museums are all desired qualities of the new vice provost. In addition, a steadfast commitment to the success of students and faculty in a dynamic research university is essential. The new vice provost will be recognized as a peer among Emory’s deans and a colleague who will join the Provost’s Leadership Team.

To submit an application, nomination, or express personal interest in this position, please see Procedure for Candidacy on the last page of this document.

**Role of the Vice Provost for Libraries and Museum**

Reporting to the provost and executive vice president for academic affairs, the inaugural vice provost for libraries and museum is responsible for the strategic direction and operational excellence of Emory Libraries and the Michael C. Carlos Museum and its internal and external partnerships. The vice provost provides leadership in fostering a formal connection between the libraries and museum to facilitate close coordination in the fulfillment of their mutual and distinctive educational, research, and discovery missions.

The Emory Libraries has an annual operating budget of $37.82 million and employs 234 personnel and over 90 students (FTE). The Michael C. Carlos Museum has an annual operating budget of $4.14 million and employs 36 personnel and more than 70 students.

**Opportunities and Expectations for Leadership**

- **Advance the research and teaching missions of Emory University**

  The inaugural vice provost will join Emory University’s leadership at a singular inflection point. Gregory L. Fenves assumed the presidency of Emory in 2020, and he will be joined by a new provost, Ravi Bellamkonda, in July 2021. The vice provost for libraries and museum will join them in advancing Emory’s aspirations to advance from excellence to eminence, to support a world-class research institution, and to educate undergraduate, graduate, and professional students to become leaders in their fields. Both the Emory Libraries and the Michael C. Carlos Museum already play essential roles in the research and teaching missions of the of the university. The inaugural vice provost will ensure that the libraries and museum continue to optimize existing resources for those purposes and seek new opportunities to enhance that work even further.
Join the Emory Libraries and the Michael C. Carlos Museum under a new structure and create a cohesive vision for the future

The inaugural vice provost will unite Emory Libraries and the Michael C. Carlos Museum under a new leadership structure. This formal connection will build on their strong relationship, facilitate closer coordination in the fulfillment of their complementary educational, research and discovery missions, and ultimately will enhance support for both. As such, the new vice provost will be expected to establish – in a collaborative and rigorous fashion – a cohesive, compelling, and incisively strategic vision that will set the stage for the future of the libraries and museum.

The vision for the future will capitalize on several key opportunities. Among them will be to strengthen the libraries' and museum’s partnership and contributions to the academic and research programs in support of Emory's path from excellence to eminence. The libraries and museum serve as exceptional resources to faculty and students. The libraries and museum staff aspire to partner even more extensively with these core constituencies to identify novel opportunities for collaborative projects, explore new scholarly and academic avenues, and participate more fully in contemporary conversations. The new vice provost will create a culture where this proactive partnership is encouraged and nurtured thereby more fully realizing their missions to enhance Emory’s academic and research excellence and further leveraging the talents of the libraries and museum staff. To this end, the new vice provost will develop a leadership team empowered and supported to enact and enable the exceptional staff of the libraries and museum in fulfillment of the strategic vision.

Likewise, the new vision will also extend the libraries' and museum’s reach and engagement across the Atlanta region and beyond. In support of this work, Emory has unveiled a new community engagement strategy. The libraries and museum play a vital role in helping to achieve Emory's mission of empowering communities and making a difference through a variety of community engagement programs. Staff refer to the libraries and museum as cultural stewards with responsibilities to the communities within and beyond the university. They see value and opportunity to expand that stewardship for even greater benefit. The new vice provost will catalyze and support these endeavors.

Create a culture of collaboration through transparency and trust

To achieve unified leadership and realize a cohesive vision, the new vice provost will create a culture of collaboration accomplished through trust and transparency. The current environment is collegial and supportive yet there are opportunities to strengthen collaborative work within departments, across departments, and across the libraries and museum. The new vice provost will encourage and facilitate collaborative work and provide opportunities for teams to come together and exchange and develop new ideas. The new vice provost will engender a culture of trust through open, frequent, and transparent communication about activities, internal and external, to the libraries and museum that will impact library and museum operations, and the daily lives of its team members.

The creation of a unified team provides an opportunity for the new vice provost to set the tone and model, through their leadership, a culture where collaboration can flourish, and communication is a priority.
- **Advance an institutional culture of diversity, equity, inclusion, and social justice**

Emory places a high priority on growing a diverse and inclusive community of faculty, staff, and students. The new vice provost will work with their colleagues within the libraries and museum and across the university to ensure relationships and communications that integrate multiple voices, perspectives, and pedagogy of shared inquiry that respects all persons.

The new vice provost will support processes for hiring, developing, and retaining librarians and staff who reflect the diversity of Emory’s students and the Atlanta region. They will continue Emory’s efforts to be an inclusive community and to foster further integration and collaboration in support of diversity and inclusiveness across the libraries and museum. The new vice provost will embrace progress in the areas of diversity and inclusion as essential to fulfilling Emory’s mission.

The new vice provost will ensure Emory’s commitment to diversity and inclusion is reflected in the collections, exhibits, and public works of the libraries and museum. The Stuart A. Rose Library is nationally recognized for its African American poetry and literature, Southern political, cultural, and social movement’s collections, along with the Emory University Archives and Emory Oral History Program. From Irish poets awarded Nobel prizes for poetry written in the language of their English oppressors, to African American women writers who advocated for change and reckoning by reading and writing when it was illegal to do so, Emory’s collections reflect generations of change wrought by those whose papers the university has the honor of caring for. The Michael C. Carlos Museum has recently staged *Wondrous Worlds*, featuring the diversity of works of art in the Islamic world, and *Testament: Danny Lyon Photographs from the 1960s*, documenting the civil rights movement in the South and life inside the Texas penitentiary system. Building on these examples, the new vice provost will seek to develop more diverse and inclusive audiences for both the libraries and museum through outreach and inclusive programming. The new vice provost will play a key role in connecting communities with the collections and strengthening pathways for access that expand upon traditional modes and models.

- **Strategically manage resources**

The new vice provost will manage budgets for the libraries and museum totaling approximately $42 million ($37.82 million and $4.14 million respectively). They will be expected to manage those resources strategically and in alignment with university priorities and the vision for the future. Space is also a key resource. The new vice provost will look at space across the libraries and museum as a larger whole with an eye toward better optimizing the use of space to meet changing needs of students and faculty including the possibilities of expanding exhibition space in new ways. The new vice provost will work with libraries and museum staff to evaluate and update, where appropriate, current practices and policies for collections, access, and sustainability. The new vice provost will also advocate for, and increase awareness of, the resources available to the libraries and museum across the university, coordinating these assets and programs of benefit.

- **Support and develop the team of libraries and museum professionals**

The libraries and museum benefit from an exceptional team of dedicated, talented, and energetic library and museum personnel who have a palpable desire to expand the mission and impact of the libraries and museum in the lives of individual faculty and students, across academic programs, and
across Atlanta and beyond. The new vice provost will support and develop this team in ways that allow them to flourish and fully realize their contributions to Emory and the community. The new vice provost will also help the team elevate their professional lives, encouraging them to engage actively in professional organizations, benefit from professional development opportunities, and network with colleagues across the country to strengthen their skills and contributions to one of the most highly respected library systems and museums in the country.

One of the new vice provost's first tasks will be to hire a new director of the Michael C. Carlos Museum to succeed the current director who is retiring. This presents an opportunity to attract a leader who embraces the vision, direction, and culture that will embody the future of the museum and its relationship with the libraries, university, and public communities.

The new vice provost will embrace an inclusive, team-oriented approach to managing and engaging their team, empowering their leadership team and exceptional staff to fulfill the vision and strategic direction of the libraries and museum, and foster a culture of collaboration, communication, and transparency.

**Cultivate relationships across the campus to optimize the impact of the Emory Libraries and the Michael C. Carlos Museum**

The libraries and museum support and advance the entire academic and research enterprise at Emory. Their institutional reach necessitates that the new vice provost build strong relationships and partnerships across the campus to optimize their impact. As a member of the provost's academic leadership team, the vice provost will have an important voice in the discussions about Emory’s academic vision and future directions of its educational and research programs. The new vice provost will take full advantage of their scope and leadership platform to engage the entire academic community and key administrative leaders in vital conversations that will help shape the future vision and direction of the libraries and museum, ensuring their support of academic and research priorities while advocating for their critical roles as centers of academic advancement and knowledge development.

The new vice provost will model open dialogue and communication around issues facing the libraries and museum and their impact on the academic and research enterprise and engage in a collaborative decision-making process working in close partnership with the faculty, deans, and other campus leaders. The new vice provost will also engage the libraries and museum, their staff and constituents, in timely discussions about responsible and equitable stewardship, preservation, and interpretation of cultural heritage collections in partnership with community stakeholders. A high priority should be placed on building productive, collaborative, and constructive relationships in an effort to instill trust and teamwork that leads to positive results and effective decision-making.

**Grow support for the Emory Libraries and the Michael C. Carlos Museum**

The new vice provost will be an exceptional advocate and fundraiser for the libraries and museum, and this will be especially important as the university launches a new comprehensive campaign. The new leader will articulate a compelling vision of the value of the libraries and museum and their roles at Emory and the broader Atlanta region, and champion their missions and impact. They will raise the visibility of the libraries and museum across campus and enhance communication with faculty. The
Emory Libraries and the Michael C. Carlos Museum will be featured in Emory’s next comprehensive campaign. The new vice provost will understand the landscape of philanthropy and work enthusiastically to engage the donor community and strengthen support to fund priorities in support of the libraries and museum.

**Professional Qualifications and Personal Qualities**

**Required Qualifications**

- Expertise in an academic discipline and/or the field of library/information science is required. A relevant graduate degree is required, and a PhD is preferred.

- Substantive and progressively responsible administrative leadership experience in an academic or research library setting is required. Experience in a museum setting or with a similar collecting institution will be highly advantageous, as the successful candidate must demonstrate familiarity with issues facing university museums.

**Desired Qualifications and Qualities**

- **Leadership and vision.** Familiarity with and ability to lead the university’s key academic assets connected with its research mission. Proven ability to conceive, implement, articulate, and build support for a shared and strategic vision. Ability to lead the innovation of new and evolving services, spaces, and systems in support of the contemporary academic library system and museum. Vision of the ways in which the libraries and museum can better cooperate in the production, curation, and sharing of knowledge among the university’s faculty, staff, students, and other stakeholders and publics.

- **Demonstrated knowledge and/or experience in libraries and museums.** Demonstrated knowledge and/or experience with a full range of library and archival operations, including library technology systems, library instructional services, metadata creation and management, inter-library cooperation, and collection development and preservation. Demonstrated knowledge and/or experience with a full range of museum operations, including collections, preservation, staffing, and education. A working knowledge of collecting practices and provenance.

- **Experience with technology.** Experience evaluating emerging technologies and leading projects and/or initiatives that promote the creative and effective use of technology and electronic resources to enhance services.

- **National engagement.** Active role in relevant national professional organization(s) and engagement with the changing nature of scholarship and the new roles research libraries and museums may play in higher education.

- **Ability to build and unite stakeholders.** Ability to connect with others; to bridge disparate interests by identifying shared values and goals; and to unite stakeholders with diverse perspectives and different objectives around an overarching mission and values.
- **Strong listening and communication skills.** Ability to listen to, and learn more from, members of the libraries, museum, and broader Emory communities in order to fully understand the people, programs, processes, and culture. Ability to communicate effectively and persuasively with both internal and external stakeholders.

- **Collaboration and commitment to transparency.** Commitment to a collaborative and transparent approach to partnership and communication with leadership, faculty, staff, students, and external partners. Experience involving faculty, staff, and students in decision-making, the instinct to communicate decisions, and the ability to generate consensus. Experience establishing partnerships, irrespective of divisional and departmental lines, to advance the mission of the libraries and museum.

- **Commitment to diversity, equity, and inclusion.** A track record of leadership in acting on these core values including evidence of success in addressing DEI at the system level; a deep personal understanding of the essential roles that they play in education and research; and demonstrated commitment to inclusive scholarship including supporting open access and building open digital collections.

- **Multidisciplinary orientation.** Evidence of collaborative relationships across diverse academic disciplines. Interest and intellectual curiosity in domains beyond one’s own.

- **Effective interpersonal and relationship-building skills.** Experience maintaining successful relationships with community organizations, campus committees, and other partners and organizations.

- **Ability to cultivate and secure philanthropic and other sources of external funding.** A highly entrepreneurial orientation and demonstrable success in, or potential for, securing external funding. Ability to identify opportunities for generating new resources and promoting effective public relations of the library and the museum. A willingness, ability, and enthusiasm to engage with and cultivate donors to secure philanthropic support. Skills to engage diverse groups of donors, collectors, community members, board members, school children, teachers, artists, students, faculty, and staff.

- **Commitment to student engagement.** A record of commitment to enhancing student engagement and success while ensuring access and affordability of information. Authentic personal interest in, and excitement for, supporting students.

- **Creativity and innovation in program and space management.** Experience in supporting the leaders of collections, research services, digital humanities centers, data services, clinical services, computing hubs, and community outreach programs. Ability to maximize utilization of existing spaces while managing growth and needs of internal and external partners.

- **Operational and administrative acumen.** Successful administrative and management experience in a higher education environment. Experience overseeing personnel issues, complex budgets and facilities, IT, and other infrastructure. Ability to work with and through a team, delegating and effecting results through others, and to make principled decisions when necessary. Demonstrated success in managing change and in organizational structuring.
Adaptability and agility. Ability to lead and manage multiple initiatives and projects simultaneously and effectively. Capacity to pivot, change frames and respond nimbly and responsibly in seizing opportunities, making decisions, and reacting to emergent issues.

Emotional intelligence. The empathy, skills, and capacity to relate to others, see other points of view, and build broad support for decisions, engaging others with humor as appropriate. The willingness to act with bravery and courage and to the highest ethical standards.

About Emory University

Overview

Emory University is a leading institution of higher education. Located in Atlanta, Georgia, the university has an international reputation for world-renowned scholarship and research, unparalleled teaching, and a preeminent medical center that provides students with the access to and opportunity for hands-on learning experiences with top medical researchers and scholars.

Emory traces its roots to the 1836 founding of Emory College in Oxford, Georgia. Asa Candler, founder of The Coca-Cola Company, provided a generous gift that included land in Atlanta on which Emory could expand. This support transformed Emory College into Emory University and set the university on a path to become a recognized leading research university.
Emory University

Emory’s programs are rooted in the conviction that education is a strong moral force in both society and the lives of individuals as reflected in the university’s mission “to create, preserve, teach, and apply knowledge in the service of humanity.”

A member of the Association of American Universities (AAU) since 1995, the university benefits from collaboration across its nine undergraduate, graduate, and professional schools. These schools include Emory College of Arts and Sciences, Oxford College, Goizueta Business School, Laney Graduate School, School of Law, School of Medicine, Nell Hodgson Woodruff School of Nursing, Rollins School of Public Health, and Candler School of Theology.

With approximately 15,000 students, including 8,000 undergraduates and 7,000 graduate and professional students, Emory attracts students from every state and more than 100 countries. More than 70 percent of all students receive financial aid.

The Academic Experience

Emory faculty, staff, and students dedicate themselves to improving lives and strengthening communities through transformational research; the highest-quality undergraduate, graduate, and professional education; health care that improves the lives of patients; and broad civic engagement. The university is deeply committed to a campus culture in which faculty, staff, and students feel fully welcome and able to bring their whole selves to this shared enterprise.

Undergraduates have two options when they apply to Emory—the four-year Emory College of Arts and Sciences or the two-year Oxford College experience where students complete the first two years of the bachelor’s degree in a distinctive, small-campus setting. Both of these colleges champion the liberal arts and humanities as foundational to preparing citizens to navigate the complexities of the twenty-first century.

Emory’s Woodruff Health Sciences Center serves as a health research and teaching arm of Emory University, facilitating close collaboration between the university and Emory Healthcare. The center comprises the schools of nursing, public health, and medicine; Yerkes National Primate Research Center; Emory’s Global Health Institute; Winship Cancer Institute—a National Cancer Institute–designated center; and Emory Healthcare.

Across all the schools and campuses, Emory students have received many top academic honors. In the past seven years, Emory students have been awarded 55 Fulbright Fellowships, 32 NCAA Postgraduate Scholarships, eight Goldwater Scholarships, five Schwarzman Scholarships, three Udall Scholarships, two Gates Cambridge Scholarships, two Marshall Scholarships, two Truman Scholarships, two Rhodes Scholarships, and four Beinecke Scholarships. Emory ranks among the top universities of its size in the number of annual Fulbright awards and stands second in NCAA postgraduate scholarships earned by its student athletes.

Emory alumni include a U.S. vice president, a Supreme Court justice, U.S. senators and representatives, governors, university presidents, philanthropists, Pulitzer Prize winners, entrepreneurs, renowned entertainers, and an astronaut. The university’s 153,000 alumni enjoy the benefits of a vibrant worldwide network, facilitated by the Emory Alumni Association.
Emory’s esteemed faculty includes Pulitzer Prize and Lasker Award winners, forty-five members of elite national academies, and two Nobel Laureates, His Holiness the Dalai Lama, and President Jimmy Carter, both of whom serve the university as Distinguished Professors. Demonstrating passion and talent for teaching and research, Emory faculty members draw students deeply into the discovery process and collaborate in seeking creative solutions to the needs of their communities and the world.

**Campus Resources**

Emory University is home to nine world-class libraries and a top art museum. Emory’s library system is ranked in the top 20 of the Association of Research Libraries in North America. Emory’s resources and spaces are expansive and staffed with experts to advance excellence in education and outreach, subject specialties, and technology.

The Robert W. Woodruff Library is home to the Emory Center for Digital Scholarship and the Center for Faculty Development and Excellence as well as internationally renowned special collections. The Stuart A. Rose Manuscript, Archives, and Rare Book Library is Emory’s principal repository for rare and special materials and home to more than 250,000 rare books and more than 15,000 linear feet of manuscript material—with notable depth in modern literature, African American history and culture, and the history of Georgia and the South.

The Pitts Theology Library contains the third-largest collection of theology and religious materials in the country, including extraordinary holdings in rare books and manuscripts. The Michael C. Carlos Museum is one of the oldest and most revered art museums in Georgia with one of the most comprehensive collections of ancient artwork, including collections from Latin America, Africa, and the Middle East. The museum’s programming consists of lectures, symposia, workshops, and performances that support academic and interdisciplinary inquiry and development.

**Research and Funding**

Emory’s research activities benefit society through discoveries that improve and save lives. During the past five years, Emory’s research funding has increased more than 20 percent, and in fiscal year 2020, Emory faculty generated a record $831 million in research funding awards.

Emory is currently in the silent phase of an ambitious comprehensive campaign, consistent in size with other major universities, and on track to be very successful. Emory’s endowment was valued at $8.63 billion at the close of fiscal year 2020; strategic investment funds have enabled a striking upward trajectory that sets a promising path for the future. The university’s strong financial status has helped to sustain resources amid the challenges of COVID-19. Emory’s annual operating budget for 2019–2020 was $6.6B.

**One Emory**

In 2018, Emory launched a strategic framework, One Emory: Engaged for Impact, to help grow Emory’s recognition around the world as a leading research university that fosters excellence and attracts world-class talent to innovate today and prepare leaders for the future. The framework is built upon four pillars:
- **Faculty Excellence** to foster a culture of eminence that attracts and inspires scholars of the highest order.

- **Academic Community of Choice** to cultivate a thriving campus and a compelling student experience.

- **Innovative Scholarship through Creative Expression** to harness imagination and discovery to address 21st-century challenges.

- **Atlanta as a Gateway to the World** to unleash Emory and Atlanta’s shared future to mobilize change for the world.

The four pillars represent a roadmap to Emory’s future and have been warmly embraced by faculty, students, and staff. One of the first achievements within the framework was to increase support of graduate education by increasing the base stipend for students pursuing PhDs. The increase allows Emory to compete to obtain top graduate students, which directly impacts Emory’s ability to recruit and retain eminent faculty.

In summer 2020, Emory welcomed its new president, Gregory L. Fenves. Fenves most recently served as president of the University of Texas at Austin (UT), one of the largest doctoral-granting institutions in the nation. During a 12-year tenure at UT, Fenves served first as dean of the Cockrell School of Engineering, ranked among the top 10 engineering schools in the United States, then as provost, and ultimately as president. As president, he made significant strides in graduate education.

At Emory, Fenves has quickly and decidedly addressed key issues and advanced strategic priorities, including leading the COVID-19 response and recovery efforts, deeply examining racial and social justice on campus and beyond, and focusing on student engagement to further strengthen the Emory community.
Emory University Libraries

 Ranked among the top 20 Association of Research Libraries (ARL) in North America, Emory University Libraries in Atlanta and Oxford, Georgia is the interdisciplinary intellectual commons for Emory University.

 Our innovative resources, services, spaces, and collections were developed and designed to advance the success of Emory students, staff, and faculty and to benefit the surrounding community and beyond.

 The Emory University Libraries include the Robert W. Woodruff Library, which is also home to the Goizueta Business Library, the Heilbrun Music and Media Library, and the Stuart A. Rose Manuscript, Archives, and Rare Book Library. Other library spaces include the Science Commons, Cox Hall Computing Center, the Library Service Center operated in collaboration with the Georgia Institute of Technology, the Woodruff Health Sciences Center Library, the Pitts Theology Library, the Hugh F. MacMillan Law Library, and the Oxford College Library located on the Oxford Campus approximately 30 miles from Atlanta.

 The collections at the nine Emory Libraries include more than 5.6 million volumes, 400,970 electronic journals, over 1.6 million electronic books, and internationally renowned special collections.

 The Stuart A. Rose Manuscript, Archives, and Rare Books Library is home to over 190,000 cataloged titles and more than 19,000 linear feet of manuscript material. Rose Library’s collections span more than 800 years of history, with particular depth in modern literature and poetry, African American history and culture, political, social and cultural movements, and the University’s archives.

 Emory Libraries services are programmed and offered by talented library and information technology professionals who are excited to partner with and assist you in scholarly inquiry, research, production, and teaching.
This expertise—along with our print and electronic resources, distinctive special and archival collections, exhibitions, programs, centers, tools, labs, and spaces—combine to create an innovative and inviting environment to engage and enable your imagination.

- Woodruff
- Business
- Cox Hall Computing Center
- Health Sciences
- Law
- Library Service Center
- Music and Media
- Oxford College
- Stuart A. Rose Manuscript, Archives, and Rare Book Library
- Science Commons
- Theology

**Emory University Michael C. Carlos Museum**

Since its formal establishment on Emory’s Atlanta campus in 1919, the Michael C. Carlos Museum has become one of the premier museums in the Southeast. The museum holds one of the most comprehensive collections in the region with artwork from ancient Egypt, Nubia, and the Near East; Greece and Rome; the Americas; Africa; and Asia as well as a collection of works on paper from the Renaissance to the present.

Through world-class permanent collections and special exhibitions, innovative programming, and one-of-a-kind opportunities to engage with art firsthand, the Carlos Museum serves Emory University and the Atlanta community as a dynamic interdisciplinary center that cultivates literacy in the arts and fosters understanding of diverse religions and civilizations.
History

Emory University’s collections date back to 1876 when a museum was formed on the original campus in Oxford, Georgia. At this stage in its development, the museum’s collection resembled the Renaissance wunderkammer, or “wonder room;” here, an assortment of objects such as artifacts collected by Methodist missionaries and Emory faculty working in Asia were displayed for the enjoyment of the public.

After the collection moved to Emory’s main campus in 1919, attempts were made to transition the eclectic assortment from Oxford into a research-quality collection. Through the mid-20th century, the collection grew in the areas of natural science and archaeology.

The museum began a period of significant transition in the 1980s, as Emory faculty worked to refine the collection and find a permanent home for the museum with the assistance of university administration. In 1985, with the support of local philanthropist Michael C. Carlos, the museum moved into the old law school building, whose renovation was designed by Michael Graves.

The collection of the Emory University Museum of Art and Archaeology, as it was then known, had been reorganized and refocused to align with the research and teaching objectives of university faculty in areas such as Latin American, African, classical art, and Middle Eastern Studies.

Fewer than 10 years later, the growth of the museum’s collections necessitated a new space. In 1993, an expanded museum and a new conservation laboratory, also supported by Michael C. Carlos and designed by Michael Graves, opened as the Michael C. Carlos Museum.

In 2019, the museum celebrated 100 years of inspiring generations of Emory faculty and students as well as visitors from Atlanta and beyond who have sought to enrich their lives through the study of and experiences with art.

Mission

The Michael C. Carlos Museum of Emory University collects, preserves, exhibits, and interprets art and artifacts from antiquity to the present in order to provide unique opportunities for education and enrichment in the community and to promote interdisciplinary teaching and research at Emory University.
Leadership

Gregory L. Fenves, President

Gregory L. Fenves was named Emory’s president in 2020. During his first year, he has led the university through the challenges of a global pandemic by setting priorities and establishing policies to unite the community, bolster public health and advance learning, teaching, research, and creative expression—all while charting a course for Emory’s future. He has also focused on diversity, equity, and inclusion, launching a series of university initiatives aimed at strengthening Emory’s commitment to social justice.

Fenves was drawn to Emory by its strengths as an academic community charged with providing a life-changing undergraduate liberal arts education and dynamic graduate and professional programs—all at a world-class research university. He is deeply inspired by the university’s mission to create, preserve, teach, and apply knowledge in the service of humanity.

With a 36-year career in higher education, Fenves has experience at top-tier research universities as a renowned academic researcher and professor as well as an executive leader.

Throughout his career, he has demonstrated a strong commitment to advancing faculty development, interdisciplinary research, diversity and inclusion, and access and affordability—creating greater educational opportunity for talented students of all backgrounds.

Before arriving at Emory in August 2020, Fenves was president of The University of Texas (UT) at Austin from 2015 to 2020. Under his leadership, the university recruited world-class faculty, broadened cross-disciplinary research, raised four-year graduation rates to record levels, built the Dell Medical School, and significantly increased extramural research funding. As president of one of the largest doctoral-granting universities in the nation, Fenves also elevated graduate education and increased support for graduate students. Prior to becoming president of UT, he was provost of the university and dean of the Cockrell School of Engineering.

Fenves was a faculty member at the University of California at Berkeley (UC Berkeley) for 20 years and served as chair of its No. 1–ranked Department of Civil and Environmental Engineering.

For his groundbreaking research in earthquake engineering and academic leadership, Fenves was elected in 2014 to the National Academy of Engineering, the highest recognition for an engineer in the United States. He earned his undergraduate degree at Cornell University and graduate degrees at UC Berkeley.
Ravi V. Bellamkonda, Incoming Provost and Executive Vice President for Academic Affairs

Dr. Bellamkonda returns to Emory after serving as dean of the Pratt School of Engineering at Duke University for five years. He previously held a joint appointment as a faculty member at Emory and Georgia Institute of Technology beginning in 2003, serving as chair of the Department of Biomedical Engineering from 2013 to 2016.

At Duke, Bellamkonda oversaw vast improvements in the academic and research enterprise. He led a reimagining of the engineering curriculum to introduce experiential learning, design thinking and team-based projects in the first year, and emphasized authentic, society-oriented problem-solving throughout the undergraduate experience.

He also helped recruit and retain many preeminent faculty members, realizing a greater than 10 percent increase in the school’s tenure-track faculty and 30 percent growth in faculty research expenditures. At the same time, the number of female and other underrepresented faculty members in the school of engineering nearly doubled. At Duke, Bellamkonda also led many efforts related to diversity and inclusion. Under his leadership, Duke’s school of engineering was recognized with a Bronze Award and Exemplar status by the American Society for Engineering Education’s Diversity Recognition Program.

Dr. Bellamkonda received his PhD in medical science from Brown University, writing his dissertation on nerve regeneration; he subsequently did a postdoctoral fellowship as a Markey Fellow in the Department of Brain and Cognitive Sciences at MIT. Before serving as dean of Duke’s Pratt School of Engineering, he spent decades as a prolific scholar, first at Case Western Reserve University and then at Emory, with a joint appointment at Georgia Tech and Emory School of Medicine.

Bellamkonda’s lab has contributed to advances in peripheral nerve repair, brain-machine interfaces and spinal cord injury repair. In recent years, his lab has focused on developing creative and innovative approaches for the treatment of adult and pediatric brain tumors. Bellamkonda is the author of more than 130 peer-reviewed articles with more than 15,000 citations to his work, and he holds 10 patents.
Emory in Atlanta

As an international hub for health care, business, arts, and culture, Emory’s research, academic, and service initiatives meaningfully contribute to the Atlanta community. In 2017, the Atlanta City Council approved the university’s request for official annexation into the city of Atlanta that went into effect in 2018, creating an even stronger connection to the city.

Emory is the largest private employer in the Atlanta metropolitan area with 39,763 employees—including 4,200 Emory University faculty and 28,000 Emory Healthcare employees who help multiply Emory’s economic impact throughout the region and the state. Emory University strives to provide a welcoming, diverse, and inclusive campus as an essential part of a community of academic excellence.

Innovation and discovery, carried out in a uniquely collaborative, academic community creates strong interdisciplinarity across Emory’s schools and centers and fosters equally productive relationships with key organizational partners in the community, including the Centers for Disease Control and Prevention and Georgia Institute of Technology. Hundreds of research faculty and students collaborate across the institution, in Atlanta, and beyond to solve the critical problems of our time.

For more information, see: About Atlanta.
Procedure for Candidacy

WittKieffer is assisting Emory University in this search. 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.

For fullest consideration, candidate materials should be received by August 6, 2021 and should be submitted using WittKieffer’s candidate portal.

Nominations and inquiries can be directed to:

Suzanne Teer and Jessica Herrington
EmoryLibrariesandMuseum@wittkieffer.com

Emory University is an equal opportunity/equal access/affirmative action employer fully committed to achieving a diverse workforce and complies with all applicable Federal and Georgia State laws, regulations, and executive orders regarding nondiscrimination and affirmative action in its programs and activities. Emory University does not discriminate on the basis of race, color, religion, ethnic or national origin, gender, genetic information, age, disability, sexual orientation, gender identity, gender expression, and veteran’s status.

Inquiries should be directed to the Department of Diversity, Equity, and Inclusion, 201 Dowman Drive, Administration Building, Atlanta, Georgia 30322. Telephone: 404.727.9867 (V) | 404.712.2049 (TDD).