



**Esperanza Bravo de Varona Chair  
Cuban Heritage Collection  
University of Miami Libraries  
Coral Gables, Florida**

***Position Profile***

The University of Miami Libraries (UML) invites applications and nominations for the Esperanza Bravo de Varona Chair of the Cuban Heritage Collection (CHC). The UML is seeking a chair who will provide strategic vision, direction and administrative oversight for the CHC. This position provides an inspirational, collaborative, and enthusiastic leader an excellent opportunity to work in an environment with a deep respect for scholarship and a vibrant vision of the academic special collections library in the 21<sup>st</sup> century. This is a rare opportunity to steward one of the world's great diasporic collections at an academic research library and contribute meaningfully to the preservation and study of Cuba and the Cuban diaspora.

Located in the Roberto C. Goizueta Pavilion in Richter Library in the heart of the University of Miami's Coral Gables campus, the CHC has been built over time to become known as the preeminent international resource for researchers in Cuban studies and the Cuban experience. The CHC is also deeply involved with the Cuban community in the Miami area and values the long-standing, meaningful relationships that have made the breadth and depth of the collection possible. The next Chair will continue to develop the research strength of the CHC and deepen its presence in this community. In addition, the next Chair will take a leadership role in developing and implementing a strategy for increasing the CHC's national and international engagement.

The Esperanza Bravo de Varona Chair of the Cuban Heritage Collection will provide program

direction and managerial oversight for the Collection's operations, activities, and services. The Chair will also be responsible for the development and achievement of CHC fundraising goals, promotional activities and all relevant advancement initiatives in partnership with the Libraries Administration and the University Advancement office. The CHC staff includes two faculty (a librarian and an archivist) and four paraprofessional staff, as well as student employees, interns and volunteers.

The successful candidate will have a deep interest in and passion for the CHC collection and the knowledge required to continue building distinctive collections documenting Cuba and the Cuban diaspora. The ideal candidate will have experience with academic research libraries within special collections, possessing an understanding of the key issues confronting special and area studies collecting in a large academic research university setting. The position requires the ability to work successfully in both academic and community settings to promote the CHC, fundraise, and develop appropriate innovative programming. This person will be an excellent communicator and relationship-builder with a variety of constituents including faculty, researchers, staff, senior university administrators, donors, and the Cuban diaspora. Supervision and mentorship of the CHC faculty and staff is also crucial to this role, along with the ability to oversee all administrative aspects of the CHC.

UML has retained Isaacson, Miller, a national executive search firm, to assist in this recruitment. All applications, inquiries, and nominations should be directed to the search firm confidence to the firm as indicated at the end of this document.

## **THE CUBAN HERITAGE COLLECTION**

The Cuban Heritage Collection (CHC) is one of the jewels in the University of Miami's crown. It is the largest collection of Cuban materials outside of the Island and it serves as a documentation center for the Cuban exile experience. It collects, preserves, and provides access to primary and secondary sources of enduring historical, research, and artifactual value which relate to Cuba and the Cuban diaspora from colonial times to the present. Today, the CHC hosts researchers from around the world who are interested in Cuban history, the Cuban experience outside the island, and the impact of Cuban Americans in South Florida and beyond.

From the University's inception, the UML had started collecting materials relating to Cuba and the Cuban diaspora. As the collection grew, the University saw the need for the CHC to have a home of its own, and in 2003 the Goizueta Foundation provided the lead gift to create CHC's permanent home. The Foundation again gave its support in 2009 with a five-year grant to fund collection development, preservation and access, digitization, and fellowship programs. In 2014, The Goizueta Foundation awarded the University of Miami Cuban Heritage Collection (CHC) a \$1M grant to establish and endow The Goizueta Foundation Graduate Fellowship Fund – the Fund supports the annual cohort of Graduate Fellows as well as the biennial *New Directions in Cuban Studies* conference. In 2016, the Goizueta Foundation provided a \$1M grant to establish the Goizueta Foundation Endowed Fund for the Cuban Heritage Collection – the Fund provides

ongoing support for developing, processing, preserving, digitizing and managing the collections.



CHC's holdings of 250,000 items are organized into four sections: (1) digital collection includes born-digital materials as well as material digitized from CHC's holdings of books, periodicals, and archival and manuscript materials; (2) books collection includes rare and contemporary books and pamphlets; (3) periodicals collection includes rare and contemporary newspapers, magazines, journals, and newsletters; and (4) archival & manuscript materials includes historical and literary manuscripts, personal papers, organizational records, photographs, posters, postcards, ephemera, and sound and video recordings. CHC ensures the relevance and vitality of its collections through active community and academic engagement initiatives such as the Goizueta Graduate Fellowships program.

The Amigos of the CHC are a group of volunteers who came together in 1995 to advance the work of the Collection through fundraising and community engagement support. The Amigos have helped identify potential donors of materials and have funded acquisitions and the digitization of materials in the collection. The Amigos have also supported the CHC Graduate Fellowships and provided funding for oral history projects and special events, including two major Cuban studies research conferences.

### **THE ESPERANZA BRAVO de VARONA CHAIR**

The chair is named for Esperanza Bravo de Varona, a key figure in the development of what has become the CHC, during her long career of service to the University of Miami Libraries. As steward of the collection, she built strong relationships with the local Cuban community, sought out donations, and raised the visibility of the collection, both locally and internationally.

This role will supervise the CHC staff, which includes two faculty (a librarian and an archivist) and four paraprofessional staff, as well as student employees, interns and volunteers. The current staff is a mix of senior people who have been with the CHC for a very long time and have immense knowledge of the collection and the community and two newer professionals who bring subject expertise, professional credentials and considerable enthusiasm to their roles, along with immense interest in the collections and in both applying and developing their professional skills. This role reports to the Associate Dean for Collection Strategies within the UML and oversees a budget of approximately \$1m.



The CHC is an integral part of the broader UML organization. Cataloging, preservation/conservation, acquisition, digitization, exhibit, and event support services are provided by excellent, collegial staff in the relevant UML departments. The CHC Chair will serve as the primary spokesperson for CHC and will serve as a member of the Departmental and Staff Representatives Group within the UML, interacting regularly with other department heads and senior Libraries' administrators. The role also includes facilitating and promoting collaboration on distinctive collections initiatives, including digitization projects, and other relevant initiatives across the Libraries.

The next Chair will build on the significant achievements of the CHC and lead it to new levels of achievement in the scope and depth of its collections, its connections to faculty and students, its visibility as a center of scholarship, and its relationship with the Cuban diaspora and potential donors. It is in this context that among the key challenges and opportunities for the new Chair to address will be the following:

***Provide visionary, strategic leadership for the CHC***

The new Chair will be joining one of the most renowned Cuban historical collections at a time when special collections and services are enjoying unprecedented popularity and significance in academic studies. The CHC has a strong reputation and a beautiful home within a world-class academic research library that is very supportive of its work, giving the new Chair an ideal platform to develop and execute a vision and plan that will guide the CHC over the next few years. The new Chair will have vision and will implement strategies that will enhance the value of the

CHC within the context of the University’s mission and strategic priorities. The Chair will also anticipate change and be eager to lead, experiment, guide, and champion the CHC in pursuit of this vision.

***Develop and promote the CHC effectively within both the research and local communities***

The core mission of the CHC is to collect, preserve and provide access to primary and secondary sources relating to Cuba and the Cuban diaspora from colonial times to the present and support the teaching, learning, and research needs of the University of Miami and the broader scholarly community. The CHC is already known and respected internationally in these communities, therefore one of the tasks of the Chair will be to continue to strengthen the collections and the services to scholars that the CHC provides, along with promoting the CHC and developing new opportunities and programs for scholars to learn about and use the collections. The University of Miami has a strong hemispheric and global vision reflected in initiatives in the “Roadmap to Our New Century.” The new UML strategic plan focuses upon objectives that will expand the Libraries’ role as a resource for hemispheric and global knowledge. The CHC is well-positioned to play a critical role in fulfilling these objectives. Elevating the CHC to national and international prominence through engagement and partnership development in the global research community is an attainable goal.



While the CHC is used by many students and faculty, there is room to grow the Collection’s connection to coursework and faculty research on campus. The University of Miami has been connected to Cuba and the study of Cuba since its founding. Today, many faculty study Cuba and have found creative, interdisciplinary ways to bring Cuban materials into their coursework. The recently formed Cuba Research Group includes close to one hundred faculty from all of the University’s eleven schools and colleges, and the Group is a critical constituency for the CHC. A

Hemispheric Caribbean Studies Group was recently established and its researchers are also important constituents for the CHC. The University is also home to two institutes whose work intersects regularly with the Cuban Heritage Collection: the Institute for Advanced Study of the Americas (MIA) and the Institute for Cuban and Cuban American Studies (ICCAS). As the CHC expands its collection into new areas, such as architecture, music, or sociology, there will be an opportunity to even more closely connect the collection's holding to ongoing research and teaching on campus.

The CHC also has a strong commitment to the greater Miami-Dade community. Many community members have visited the CHC and have donated their personal archival materials. It is imperative for the new Chair to build trust in the community and build on these strong existing relationships. There is room to grow these relationships even further by making the CHC and its collections more visible, increasing programming, exhibits off-site, lectures and events with a community focus. The Chair will also oversee PR and marketing efforts, increasing and diversifying these as necessary to increase the visibility of the collection. The Amigos of the CHC are strong and enthusiastic partners in this relationship and can be engaged to help in these efforts.

One of the most important responsibilities of the next chair will be representing the CHC to this broad range of external constituents: university and library administration, faculty and students, visiting researchers, the local and international Cuban diaspora, local and global communities, the Amigos of CHC, and potential donors. Representing the CHC effectively will require strong interpersonal and communication skills, an understanding of Cuba and the diaspora, and a sensitivity to contemporary Cuban-American relations.

### ***Oversee and manage library staff and operations***

The success of the CHC is due, in large part, to the strength and commitment of its librarians and staff. Libraries are home to a very open, supportive and transparent culture that is highly valued and appreciated by all. This transparency has added to the positive culture in the Libraries and has contributed to the cooperative spirit that exists among the staff. There is a strong sense of shared ethos, characterized by a commitment of service to the University and the users of the collection.

The next Chair will believe in and support this type of working environment, treat it as the asset that it is, and continue its growth and development. S/he will extend an already well-established culture of service, leading an enthusiastic library staff in the direction of a shared and well-articulated vision of the future and will be a strong advocate for the library staff and their part in that future.

This person will also lead library staff in the development of proposals for educational programs that enhance the curricular and scholarly use of CHC's collections. The next Chair will oversee staffs who work closely with preservation and conservation experts on handling, storing, protecting, and repairing the collections to preserve them and make them available for use.

The Chair also oversees an annual budget of close to \$1m that includes general operating funds

and gift and endowment income supporting CHC salaries, collections, fellowship program, and services and will provide leadership for, plan and administer staff for all CHC functions.

### ***Grow the resources of the CHC***

The CHC has grown through a combination of university funding and significant philanthropic gifts. The CHC, for example, is housed in the Roberto C. Goizueta Pavilion and was funded by a \$2.5 million challenge grant from the Goizueta Foundation with additional support from the late Elena Díaz-Versón Amos and the Fanjul Family among others. Endowment funds support two CHC positions as well as the graduate fellowship program. Leaders of the Collection have been successful in cultivating relationships with donors to support the CHC.

Fundraising, both through individual giving and grant acquisition, will continue to be an important part of the next Chair's portfolio. In collaboration with the Amigos of the CHC, the UML Dean and the University Advancement office, the Chair will identify and develop funding priorities and opportunities. They will present a clear, compelling vision for the CHC and will skillfully and passionately market the CHC to the external community.

## **QUALIFICATIONS**

Required qualifications for this role include:

- Graduate degree in library science from an ALA-accredited institution or an equivalent combination of relevant advanced degree and experience in a library, archive, museum or comparable cultural institution.
- Minimum of five years' experience working in academic research libraries within a special collections/area studies collections context or a similar cultural institution.
- Knowledge and competencies required to build distinctive collections documenting Cuba and the Cuban diaspora.
- Knowledge and understanding of key issues and trends in special collections and archives in large academic research libraries.
- Ability to effectively supervise, evaluate motivate, and mentor faculty and staff.
- Excellent interpersonal, written, and oral communication skills in English and Spanish.
- Demonstrated ability to work collegially and effectively with faculty, staff, and students.
- Demonstrated success in fundraising (personal/corporate philanthropy and grants) and donor stewardship.
- Evidence of continued professional development.

Preferred qualifications for this role include:

- Advanced degree (master's or doctoral) in a subject or discipline relevant to the CHC.

- Evidence of active engagement in research and publishing activities.

## TO APPLY

University of Miami Libraries has retained Isaacson, Miller, a national executive search firm, to assist in the recruitment of this position. Review of nominations and applications will begin immediately and will continue until the position is filled. All inquiries, nominations/referrals, and applications, including a curriculum vitae and letter of interest that is responsive to the challenges above, should be sent electronically and in confidence to:

Beverly Brady, Managing Associate  
Michael O'Shea, Associate  
Isaacson, Miller  
[www.imsearch.com/6259](http://www.imsearch.com/6259)

**The University of Miami is an Equal Opportunity Affirmative Action Employer. The University has a strong commitment to diversity and encourages applications from candidates of diverse cultural backgrounds.**

**For more information about the CHC and the UML, please see these related links:**

[Cuban Heritage Collection](#)  
[University of Miami Libraries](#)  
[Mission and History of the Cuban Heritage Collection](#)  
[Cuba and the Caribbean: A UMiami Special Report](#)

## CONTEXT

### THE UNIVERSITY OF MIAMI

The University of Miami is one of the great success stories of American private higher education. The University was founded in 1925 by a group of citizens who believed that an institution of higher learning was needed for the development of their young and the growing community in South Florida. A year later the area was devastated by a hurricane, and before it could recover the nation was plunged into the Great Depression and then World War II. The University survived primarily due to the vision and persistence of its first president, Dr. Bowman F. Ashe (1926-52) who, after leading the institution through the War, oversaw the University's first period of

explosive growth and expansion immediately following World War II.

Today the University of Miami ([www.miami.edu](http://www.miami.edu)) is one of the nation's leading research universities in a community of extraordinary diversity and international vitality. The University is a privately supported, non-sectarian institution located in Coral Gables, Florida, on a 260-acre subtropical campus with operations at three additional campus locations throughout the greater Miami region. The University comprises eleven degree granting schools and colleges, including Architecture, Arts and Sciences, Business Administration, Communication, Education, Engineering, Law, Medicine, Music, Nursing, and Marine and Atmospheric Science. Over 15,000 full- and part-time faculty and staff provide a comprehensive and robust educational experience to over 16,000 undergraduate and graduate students from around the world through the University. Over the past 15 years, the University of Miami has climbed in the *U.S. News & World Report's* best university rankings to a current ranking of #46 in the nation. *U.S. News* also cited several of its programs in "America's Best Graduate Schools." The university operates with an annual budget of approximately \$3.3 billion and reported research and sponsored program expenditures approaching \$324 million in FY2016.

## **THE UNIVERSITY OF MIAMI LIBRARIES**

The University of Miami Libraries (UML) rank among the top 50 research libraries in North America with a collection of 3.75 million volumes (including more than 1m e-books) and 114,801 current serial subscriptions (including 113,585 electronic journals). UML comprises six libraries across the University's three campuses. UML locations on the Coral Gables campus include: the Otto G. Richter Library (interdisciplinary library); the Paul Buisson Architecture Library; the Judi Prokop Newman Business Information Resource Center; and the Marta and Austin Weeks Music Library. The downtown Miami campus hosts the Louis Calder Memorial Library (medical library). The Virginia Key campus hosts the Rosenstiel Marine and Atmospheric Science Library. Libraries at the School of Law and the Department of Ophthalmology in the Medical School are administered independently.

The University of Miami Libraries provide support and services for 10,849 undergraduates, 5,952 graduate students, and 15,091 full and part time faculty and staff. UML employs 79 professionals (including 51 librarian faculty), 86 support staff and 56 FTE student employees. UML is a member of and contributor to the Association of Research Libraries, Association of Southeast Research Libraries, Association of Academic Health Science Libraries, Council on Library and Information Resources, OCLC Research Library Partners, International Federation of Library Associations, Center for Research Libraries, International Association of University Libraries, Library Publishing Coalition, Digital Library Federation, Hathi Trust, Academic Preservation Trust, Consortium of Southern Biomedical Libraries, Florida Collaboration of Academic Libraries of Medicine and Southeast Florida Library and Information Network. UML licenses electronic resources through the Northeast Research Libraries and Lyris consortium. UML is a member of the Rosemont Shared Print Alliance, Scholars Trust and Florida Academic Repository (FLARE).

The UM Libraries have several strategic initiatives under way:

The **Learning Commons** is a major UML initiative involving deep collaboration with the College of Arts and Sciences, Office of Undergraduate Education and Academic Technologies. The first phase of the project, the “Consultation Zone,” is a major renovation to the Richter Library’s first floor that will offer students the convenience of one central location for academic support on the Coral Gables campus. Designed to be an inviting and resource-rich environment for intellectual engagement, the Consultation Zone will provide open one-on-one and group settings for appointments with faculty, staff and student experts from the Writing Center, Math Lab, Modern Languages Lab, Camner Center for Academic Resources, and UM Libraries Digital Media Lab and research and digital scholarship service programs. The Learning Commons Consultation Zone will open in January 2018.

Construction of the **Kislak Center** at the University of Miami is also underway at Richter. Its establishment is occasioned by the donation of the Jay I. Kislak Collection of the Early Americas, Exploration and Navigation to UML Special Collections. With a grand reading room, lecture hall, and galleries, the state-of-the-art center will spark a mutually sustained dynamic between University programs and the communities of South Florida.

Thanks to the generosity of the Andrew W. Mellon Foundation, the University of Miami Libraries and Lowe Art Museum have initiated an **Academic Campus Museum and Library Collaboration** project designed to encourage faculty and student engagement with the University's unique cultural collections while also increasing object-based outreach and education opportunities for our many constituencies. This multi-faceted, four-year undertaking, which grew out of a summit and resulting White Paper (both of which were spearheaded by the University of Miami), features two new faculty fellowships and a new fund to incentivize UM faculty to incorporate UM's cultural assets into their curricula.

**The University of Miami Digital Collections** provide online access to primary source materials to support teaching, learning, and research at the University and worldwide. The Digital Collections feature unique items from the University of Miami Libraries, including the Cuban Heritage Collection, Special Collections, and the University Archives, as well as distinctive collections developed in collaboration with non-library partners. Digital resources include correspondence, manuscripts, books, periodicals, scrapbooks, photographic images, slides, maps, prints, posters, audio, video, and oral histories. Currently, the site contains over 120 digital collections and 115,000 items. The University of Miami Libraries recently established the Sunshine State Digital Network (with partners Florida State University and Florida International University) to ensure the inclusion of content from Florida cultural memory organizations in the Digital Public Library of America.

The Libraries have inaugurated a **Digital Scholarship** program providing a wide range of research data, geographic information systems (GIS), digital humanities, content hosting, and digital publishing services to faculty and students. Program staff manage a GIS/Data Lab on the first floor of the Richter Library and provide research software training and consulting services. The

University of Miami Scholarly Repository provides hosting and dissemination services for over 7,500 UM student theses and dissertations, faculty publications, datasets, journals, conference proceedings, article pre-preprints, and other University-generated content. Last year, there were over 290,000 downloads worldwide from the Repository. A new e-publishing service supports publication of the journals *Anthurium* and *Collaborations*, and the Libraries are developing the capacity for providing a broader range of publishing support to UM's schools and colleges.

The Libraries' **Learning and Research Services** librarians are embedded in curricula across the University and have teaching roles in the classroom and in the Library's learning spaces, including the Learning Commons. Librarians are partners in the University's Faculty Learning Communities (FLC) which are designed to inspire innovative approaches to teaching and learning. The Liaison Librarian Council has initiated a structured set of conversations with UM research faculty in order to identify emerging, non-traditional library support needs.

In addition to the Cuban Heritage Collection, Richter Library's distinctive collections programs include:

The **Special Collections** department is growing in visibility and is experiencing a dramatic increase in the variety and depth of its holdings. In addition to working with the University community, the Department fosters important collaborations with scholars, artists, scientists, and researchers. Over the years, Special Collections has grown into one of Florida's largest repositories for archival and rare book collections, with a particular focus on documenting the cultural and political history of south Florida.

**University Archives** holds organizational records, photographs, clippings, scrapbooks, and other materials of the academic and administrative units. These include the University of Miami Historical Photograph Collection, official records from the Office of the President, administrative offices, other schools and departments, and audio and video materials on historical events affecting the University. During the past three years, the University Archives has aggressively digitized over 450,000 photographs and Presidential records to promote preservation and access. Other recent activities include the digitization of the University's historical architectural plans and UM student newspaper, the Hurricane.

Various UM Libraries programs provide support services to the distinctive collections. The **Preservation Strategies** department manages a state of the art conservation laboratory providing a preservation capability that is unique in the South Florida region; since the department's launch in 2008, its staff and facilities have been essential in preparing materials for digitization, exhibitions, and teaching. The **Metadata and Discovery Services** department creates, maintains, and enriches resource description and metadata for physical, electronic, and digital library collections in all formats and languages; department personnel work closely with distinctive collection curators and digital collections staff to ensure intellectual access and discoverability across multiple discovery platforms and library systems. The **Acquisition** department provides a wide range of support for collection development including ordering services, vendor relationship management, acquisition processing, and fund management information. The **Creative Services**

department provides a range of services related to exhibitions, events, design, and communications. The **Web and Application Development** department provides website and programming support. The **Systems** department provides computer desktop support as well as technology support for exhibitions and events. The **Digital Production Lab** supports the digitization of library resources with a focus on unique materials held in the distinctive collections programs; trained in digital imaging and audio and video conversion, lab technicians digitize print and visual materials, audio recordings, and videos for online access and long-term preservation. The **Research and Assessment Librarian** provides assistance to library departments in conducting program assessments and supports departments in responding to surveys.