

External Review

Florida Atlantic University Libraries

Boca Raton FL

TO: Carol Hixson
Dean of University Libraries
Florida Atlantic University

FR: Mary Case
University Librarian
University of Illinois at Chicago

Carol Pitts Diedrichs
Vice Provost and
Director of University Libraries
The Ohio State University

Brian E.C. Schottlaender
The Audrey Geisel University Librarian
The UC San Diego Library
University of California, San Diego

SUBJ: Proposal to conduct an organizational review of the FAU Libraries including facilities, staffing, and collections

Objectives of the Review

The Florida Atlantic University Libraries are seeking external consulting assistance to review organizational structure, facilities, staffing, and special collections.

Specific areas of review include:

- Organizational and management structure, including staffing
- Space re-design and implications for service
- Special Collections
- Reference and instructional services with a special focus on student success and retention
- Community engagement and fundraising

Ensuring the efficient execution and transformation of library operations will enable the Libraries to meet the needs of today and create flexibility for meeting the needs of the future. We would review the priority areas above and make recommendations for change that would improve the quality of service and deploy staff resources to highest priority activities. Our review would assess library services, facilities and staffing in the broader context of innovative library practices. Our review would also focus on ways to optimize the success of the Libraries.

On-Site Visit

Our visit would begin the evening of our arrival (November 1) and conclude at the end of the work day on the 2nd day on site (November 3).

We would expect to spend time with appropriate members of the library staff and administration, and others in the University as needed to understand their current activities and relationships. The schedule for our visit would be constructed in consultation with the Libraries.

Deliverables

After the on-site visit, we will send a written report which will provide a review with observations and recommendations as outlined above. The report would be delivered no later than 60 days following the site visit.

Credentials

Attached is each reviewer's most recent 2-page CV.

Mary Case has been University Librarian and Dean of Libraries at the University of Illinois at Chicago (UIC) for over a decade. There she oversees operations of the Richard J. Daley Library and Library of the Health Sciences in Chicago and its regional sites in Peoria, Rockford, and Urbana. Prior to joining UIC in July 2004, Mary was Director of the Office of Scholarly Communication of the Association of Research Libraries (ARL) in Washington, D.C. Mary also worked at Northwestern University as the Director of Program Review in the Office of the Vice President for Administration and Planning and as the Library's head of serials and acquisitions. At both Northwestern and UIC, Mary has led major reorganization efforts, as well as strategic planning and systems migration projects. Mary is a former President of the Board of Directors of the Association of Library Collections and Technical Services (a division of the American Library

Association) and a current member and former chair of the Board of Directors of CARLI, the Consortium of Academic and Research Libraries in Illinois. She is currently a member of the Association of Research Libraries Board, the SPARC Steering Committee, and the GWLA Board. She is also a founding member and former Board chair of the Chicago Collections Consortium.

Carol Diedrichs has been consulting for libraries for more than 15 years with a particular focus on workflow and staffing. Previous clients include: Baylor University, Duke University, University of Richmond, University of Illinois at Urbana-Champaign, Shawnee State University (Ohio), Texas State University, San Marcos; University of Kansas, Clemson University, New York University, University of Georgia, Southern Illinois University, University of Minnesota, Rice University, Washington University in St. Louis, University of Texas and University of Toronto. In addition, Carol completed a complete reorganization of the University of Kentucky Libraries while Dean of Libraries there and has completed a reorganization of the Ohio State University Libraries since her return as Vice Provost and Director of Libraries. Both reorganizations were designed to better position the libraries for the future.

Brian Schottlaender has been consulting for libraries for 20 years, with an emphasis on collections, space, and organizational design. Previous clients include: Harvard University; University of Oregon; NYU; The California Digital Library; University of California, Irvine; The Bishops School (La Jolla); University of Illinois, Chicago; Iowa State University; La Jolla Country Day School; Duke University; University of Maryland; Texas A & M University; and the University of Chicago. He recently completed a complete restructuring of The Library at UC San Diego, including eliminating all discipline branch libraries, consolidating space and staffing by some 20%, and implementing a programmatic function-based organizational structure.

MARY M. CASE
University Librarian and Dean of Libraries
University of Illinois at Chicago
Richard J. Daley Library
801 S. Morgan St., 1-280 LIB
Chicago, IL 60607

PROFESSIONAL EXPERIENCE

- University Librarian and Dean of Libraries, University of Illinois at Chicago, 2004 to present.
- Director, Office of Scholarly Communication, Association of Research Libraries, 1996-2004.
- Director, Program Review and Special Projects, Northwestern University, 1994-96.
- Head, Serials and Acquisitions Services, Northwestern University Library, 1991-94.
- Acting Head, Acquisitions Department, Northwestern University Library, 1989-91.
- Head, Serials Department, Northwestern University Library, 1986-91.
- Serials Cataloging Librarian, Northwestern University Library, 1984-86.

EDUCATION

A.M.L.S., Masters in Library Science - University of Michigan, 1984.
Graduate Study in Interpretation - Northwestern University, 1977-80.
M.A. in Speech Communication - Syracuse University, 1976.
B.A. in English - LeMoyne College (Syracuse, N. Y.), 1975.

SELECTED PUBLICATIONS

- "Scholarly Communication: ARL as a Catalyst for Change," *portal: Libraries and the Academy*, 9, no. 3 (2009), p. 381-395.
- "Partners in Knowledge Creation: An Expanded Role for Research Libraries in the Digital Future," *Journal of Library Administration*, 48, no. 2 (2008): 141-156.
- "Capitalizing on Competition: The Economic Underpinnings of SPARC," in *Economics and Usage of Digital Libraries: Byting the Bullet*, eds. J. MacKie-Mason & W. Lougee, Scholarly Publishing Office, University of Michigan Library, 2008, <http://hdl.handle.net/2027/spo.5621225.0001.001>.
- "Rights and Permissions in an Electronic Edition," in *Electronic Text Editions*, eds. L. Burnard, K. O'Keefe, and J. Unsworth, Modern Language Association, New York, 2006. [With D. Green]
- "A Snapshot in Time: ARL Libraries and Electronic Journal Resources," *Journal of Library Administration*, 42, no. 2 (2005): 87-105.
- "Igniting Change in Scholarly Communication: SPARC, Its Past, Present, and Future," in *Advances in Librarianship*, ed. F. Lynden, Academic Press, San Diego, 2002, pp. 1-27.
- "A National Library for Undergraduate Science, Mathematics, Engineering, and Technology Education: A Learning Laboratory," in *Developing a Digital National Library for Undergraduate Science, Mathematics, Engineering, and Technology Education - Report of a Workshop*, National Academy Press, Washington, D.C., 1998, p. 59-61. [With P. Adler]
- "Recreating Publishing for the Engineering and Scientific Community: The Scholarly Publishing & Academic Resources Coalition (SPARC)," in *Proceeding - Socioeconomic Dimensions of Electronic Publishing Workshop*, eds. C.S. Nielsen and J.R. Herkert, IEEE, Piscataway, 1998, p. 71-75.

OTHER ACTIVITIES

- *Association of Research Libraries, Board of Directors, 2013 to present; Diversity Committee, 2014-15.*
- *Association for Library Collections and Technical Services, Board of Directors, 2002-2005; Vice-President/President/Past-President, 2008/09-2010/11; numerous committees, 1990-2014.*
- *CARLI (Consortium of Academic and Research Libraries in Illinois), Board of Directors, 2006-2012 and 2013 to present; Vice-Chair/Chair Elect/Past-Chair, 2007-2010; Finance Committee, 2013 to present.*
- *Chicago Collections Consortium, Co-Founder and Board Chair, 2012-2015; Vice-President, 2015-*
- *Greater Western Library Alliance, Board of Directors, 2013 to present; Chair-elect, 2016; Visiting Team for Denver University application for membership, 2014.*
- *Illinois State Library Advisory Committee, Academic Library Representative, 2015-*
- *SPARC (Scholarly Publishing & Academic Resources Coalition), Steering Committee, 2012 to present.*
- *More than 40 presentations on scholarly communications, licensing, electronic journals, and open access to major associations, along with numerous visits to and presentations at campuses throughout North America.*

HONORS

- *ALCTS Honors . . . given by the Board of Directors for outstanding contribution within all levels of ALCTS, 2015.*
- *Beta Phi Mu Award for Outstanding Achievement, University of Michigan, 1988.*
- *Beta Phi Mu, 1984.*
- *John Comaromi Award for Promise in Technical Services, University of Michigan, 1984.*
- *Fellow, CLR Program for the Professional Education for Academic Research Librarians, 1982-84.*
- *ALA David Clift Scholarship, 1982.*

CAROL PITTS DIEDRICHS
Vice Provost and Director of University Libraries
The Ohio State University
304C Thompson Library
1858 Neil Avenue Mall
Columbus OH 43210

PROFESSIONAL EXPERIENCE

- Vice Provost and Director of University Libraries, The Ohio State University, 7/13 to present
- Director of University Libraries, The Ohio State University, 1/10 to 6/13
- Dean of Libraries, University of Kentucky Libraries, 7/03 to 12/09
- Assistant Director for Technical Services and Collections and Professor, The Ohio State University Libraries, 8/00 to 6/03
- Assistant Director for Technical Services and Liaison to the Regional Campuses, The Ohio State University Libraries, 10/97 to 8/00
- Head, Acquisition Department, The Ohio State University Libraries, 10/87-1/99
- Head of Acquisitions, University of Houston Libraries, 11/82 to 9/87
- Serials Cataloger, University of Houston Libraries, 9/81 to 11/82

EDUCATION

M.L.I.S. Library Science University of Texas at Austin 1981
B.A. Library Science Baylor University 1980

MAJOR PUBLICATIONS

- “New Skill Sets: Providing Service for Graduate Students and Researchers.” VALA (Victorian Association for Library Automation) Biennial Conference, Melbourne, Australia, February 2014. <http://www.vala.org.au/vala2014-proceedings?start=42>
- “Transforming Research Collections for the 21st Century: Rebalancing and Leveraging,” *Smart City and Library Service: the Proceedings of the Sixth Shanghai International Library Forum*, July 2012, pp. 18-29.
- “Discovery and Delivery: Making It Work for Users.” *The Serials Librarian*, v. 56, no. 1 (2009), pp. 79-93.
- “OhioLINK Electronic Journal Use at Ohio State University.” *Portal: Libraries and the Academy* vol. 5 no. 3 (2005), pp. 371-390. (with Tschera Harkness Connell and Sally A. Rogers)
- “Designing and Implementing a Consortial Approval Plan: The OhioLINK Experience.” *Collection Management* 24, no. 1/2 (2000): 15-44
- “Acquisitions, the Organization and the Future,” in *Understanding the Business of Library Acquisitions*, 2nd edition, American Library Association, 1999. (co-authored with Karen A. Schmidt)
- “Rethinking and Transforming Acquisitions: The Acquisitions Librarian’s Perspective.” *Library Resources and Technical Services*, 42, no. 2 (1998): 113-125.

ADDITIONAL PUBLICATIONS

- "Using Automation in Technical Services to Foster Innovation." *Journal of Academic Librarianship* 24, no 2 (March 1998): 113-120.
- "Acquisitions Management in Changing Times," *Library Resources and Technical Services* 40 (July 1996): 237-250.
- "The Integrated Library System of the 1990s: The OhioLINK Experience," *Library Resources & Technical Services* 36 (1992): 66-77.
- "Internal Control, Auditing, and the Automated Acquisitions System," *Journal of Academic Librarianship* 16 (November 1990): 296-301.

OTHER ACTIVITIES

- Association for Research Libraries (ARL), Board of Directors, 2009-2015; President-elect/President, 2012-2015
- *Library Collections, Acquisitions, and Technical Services*, Editor-in-Chief, 1991- 2003
- *College & Research Libraries* (refereed journal), Editorial Board, 2008-2010
- *Portal: Libraries and the Academy* (referred journal), Editorial Board, 2009-2019
- Association for Library Collections and Technical Services (ALCTS), a division of the American Library Association, President, 2004-2005
- Southeastern Library Network (SOLINET), Chair, Board of Directors, 2007-2009
- Committee on Institutional Cooperation (CIC), Digital Library Initiatives Overview Committee, 2000-2001; E-Publishing Venture Task Force, 2002-2003; Shared Print Repository Steering Committee, 2011-present
- Online Computer Library Center (OCLC), Members' Council, OHIONET delegate, 2001-2003
- Global Council delegate, 2011-2015
- HathiTrust Board of Governors, 2012-2015
- More than 50 presentations on a variety of library and information science topics
- More than 40 consulting assignments for libraries including Baylor, Clemson, Duke, Georgia, Illinois, Kansas, NYU, Minnesota, Rice, Rochester, Texas, Toronto, Washington University in St. Louis, and William and Mary.

HONORS

- 1991 Esther J. Piercy Award, Association of Library Collections and Technical Services (ALCTS), a division of the American Library Association, for outstanding contributions by a technical services librarian with less than ten years in the profession.
- 1999 Leadership in Library Acquisitions Award, Acquisitions Section of ALCTS for outstanding leadership of an individual to the field of acquisitions librarianship.
- 1999 Outstanding Young Alumni Award, Baylor University
- 2002 Presidential Citation, ALCTS, for outstanding contributions to the association
- 2002 OhioLINK Founder, award given by the Ohio Library and Information Network on the occasion of its 10th Anniversary to 13 individuals credited with the founding of the consortium.
- 2008 Ross Atkinson Lifetime Achievement Award, ALCTS, to recognize the contribution of a library leader through demonstrated exceptional service to ALCTS and its areas of interest

BRIAN E. C. SCHOTTLAENDER

THE AUDREY GEISEL UNIVERSITY LIBRARIAN

THE LIBRARY, UC SAN DIEGO

Boards, Committees (Selected)

University of California Press

Board of Directors. 2015–

American Library Association

Endowment Trustees. 2015–

Nominating Committee. 2014–2015.

Council. 2011–2014.

ArchivesSpace

Board of Trustees. 2014–

Association of Research Libraries (Wash. D.C.)

Board of Directors. 2013– ; 2001–2007; *President*, 2005–2006.

Digital Preservation Network

Board of Directors. 2012–

The HathiTrust

Board of Governors. 2012– (*Chair*, 2012–2013).

Executive Committee. 2009–2012.

OCLC (Dublin, OH)

Board of Trustees. 2010–

Executive Committee. 2013–2015.

Technology Planning Committee (*Chair*), 2010-2015.

Association for Library Collections & Technical Services

Board of Directors. 2011–2014.

Executive Committee. 2011–2014.

Board of Directors. 1996–2005; *President*, 2003–2004.

Library of Congress. (Wash. D.C.)

Working Group on the Future of Bibliographic Control. 2007–2008.

Center for Research Libraries (Chicago, IL)

Secretary of the Board of Directors and Chair of the Membership Committee. 2008–2010.

Board of Directors. 2004–2010.

Coalition for Networked Information (Wash. D.C.)

Steering Committee. 2006–2009.

Pacific Rim Digital Library Alliance

Steering Committee. 1999–2004; *Convenor*, 1999–2001.

Program for Cooperative Cataloging (Wash. D.C.)

Steering Committee. 1996–1998 (*Chair*).

Joint Steering Committee for Revision of AACR, 1995–2001.

Grants (Selected)

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| 2014 | National Historical Publications and Records Commission (\$97,500)—Principal Investigator |
| 2013 | Mellon Foundation (\$850,000) — Co-Principal Investigator |
| | Mellon Foundation (\$599,000) — Co-Principal Investigator |
| | Mellon Foundation (\$114,000) — Co-Principal Investigator |
| 2012 | National Historical Records and Publications Commission (\$56,500) — Principal Investigator |
| | Mellon Foundation (\$220,000) — Co-Principal Investigator |
| 2010 | Library of Congress (\$200,000) — Principal Investigator |
| | Mellon Foundation (\$539,000) — Principal Investigator |
| 2009 | Mellon Foundation (\$70,000) — Co-Principal Investigator |
| 2007 | Mellon Foundation (\$960,000) — Co-Principal Investigator |
| | Library of Congress (\$1,000,000) — Co-Principal Investigator |
| 2005 | National Science Foundation (\$500,000) — Co-Principal Investigator |
| 2004 | Mellon Foundation (\$850,000) — Principal Investigator |
| | National Archives and Records Administration (\$310,000) — Co-Principal Investigator |
| 2003 | National Science Foundation (\$610,000) — Co-Principal Investigator |
| 2002 | Mellon Foundation (\$750,000; \$100,000) — Principal Investigator |
| 2001 | National Science Foundation (\$900,000) — Principal Investigator |
| | California State Library (\$213,000—LSTA) — Principal Investigator |
| | California State Library (\$85,000—LSTA) — Principal Investigator |

2000 Mellon Foundation (\$670,000) — Principal Investigator
National Library of Medicine (\$40,000) — Principal Investigator

Publications (Selected)

- “Bottom-Up Strategic Planning.” *Library Leadership & Management*, Vol. 27, No. 3 (2013).
- “Anything But Routine: A Selectively Annotated Bibliography of William S. Burroughs, v.3.0.”
California Digital Library eScholarship [Open Access] Repository, 2012.01.
<http://escholarship.org/uc/item/63k9k1gf?query=anything%20but%20routine>
- “Will We Trust The Trust?” in *Distributed Print Repositories* (Vantage Point 2011) Birmingham, Alabama: Ebsco Subscription Services, 2011.
- “Perspectives on Leadership: Interviews with Rosann Bazirjian, Brian E. C. Schottlaender, and Hampton ‘Skip’ Auld.” (Interview with Stefanie Wittenbach) *Library Leadership and Management*, Vol. 24, No. 1 (Winter 2010).
- “An Idiosyncratic Perspective on the History and Development at the University of California, San Diego of Support for Cyberinfrastructure-Enabled E-Science.” in *The Data Deluge: Can Libraries Cope with e-Science?* Deanna B. Marcum and Gerald George, editors. Santa Barbara, Calif. : Libraries Unlimited, 2010.
- “The Need to Formalize Trust Relationships in Digital Repositories.” *EDUCAUSE Review*, 43(3), May/June 2008.
[w/ Fran Berman, Ardys Kozbial, and Robert McDonald]
- “Chronopolis: Federated Digital Preservation Across Time and Space.” In *Local to Global Data Interoperability: Challenges and Technologies*. Piscataway, NJ: IEEE, 2005. [w/ Reagan Moore, Fran Berman, Arcot Rajasekar, Don Middleton, and Joseph JaJa]
- “World Enough, and Time: Libraries as Agents of Cultural Memory.” *Library Resources & Technical Services* 49(2), April 2005.
- “You Say You Want an Evolution . . . : The Emerging UC Libraries Shared Collection Concept.” *Library Collections, Acquisitions, and Technical Services* 28(1), Spring 2004.
- “The Current State and Future Promise of Portal Applications.” In *The Bowker Annual Library and Book Trade Almanac 2003*. Medford, NJ: Information Today, 2003. [w/ Mary E. Jackson]
- “Why Metadata? Why Now? Why Me?” *Cataloging & Classification Quarterly* 36 (3/4), 2003.
- “The New Academic Platform: Beyond Resource Discovery.” *Journal of Internet Cataloging* 5(3), 2002.
- “AACR2 Complexities, Necessary and Otherwise.” In *Cataloging the Web*. Lanham, MD: Scarecrow Press, 2002.
- “The Catalog As Portal: Commentary.” In *Proceedings of the Bicentennial Conference on Bibliographic Control for the New Millennium*. Washington, D.C.: Library of Congress, 2001.
- “The Online Archive of California: A Consortial Approach to Encoded Archival Description.” *The Journal of Internet Cataloging* 4(3/4), 2001. [w/ Charlotte B. Brown]
- “The Development of National Principles to Guide Librarians in Licensing Electronic Resources.”
Library Acquisitions: Practice & Theory 22(1), 1998.
The Future of the Descriptive Cataloging Rules: Proceedings of the AACR 2000 Preconference.
Chicago: American Library Association, 1998. [Editor]
- “Something Wicked This Way Comes: Special Collections as Viewed by a Technocrat.”
Rare Books and Manuscripts Librarianship 8(2), 1993.
Retrospective Conversion: History, Approaches, Considerations.
New York: Haworth Press, 1992. [Editor]

Honors and Awards

- 2015 Indiana University, School of Informatics and Computing. Distinguished LIS Alumnus.
- 2015 ALA Hugh C. Atkinson Award.
- 2010 ALA Melvil Dewey Medal.
- 2007 ALA Ross Atkinson Lifetime Achievement Award.
- 2001 ALA Margaret Mann Citation.
- 1980 Beta Phi Mu (National Library Science Honor Society).

Previous Positions (Selected)

- 1998–1999 Senior Associate to the University Librarian. California Digital Library.
- 1993–1999 Associate University Librarian, Collections & Technical Services. UCLA.
- 1989–1993 Assistant University Librarian, Technical Services. UCLA.
- 1980–1989 Various Cataloging Department positions at UCLA, University of Arizona, and Indiana University.

Education and Professional Development

- 1995 Council on Library Resources Senior Fellow, Long Island University.
- 1991 Certificated Program in Contract and Grant Administration, UCLA.
- 1980 Indiana University; M.L.S.
- 1974 University of Texas at Austin; B.A., *ampla cum laude* (German Literature).