February, 2014

Reappointment
Scott Seaman, dean of Libraries

Introduction
As Ohio University Libraries enters its 200th year, it’s interesting to note that more change has transpired in libraries during the last 10 years than in the previous 200 hundred. Electronic content has eclipsed print as the predominant format for scholarly communication, and Libraries’ usage is higher than ever, which places extraordinary demands on the building and our librarians. Much of that change occurred as the Libraries—and all of Ohio University—was sustaining significant budget reductions because of the nation’s economic downturn.

It is my intention that this document will demonstrate that Ohio University Libraries’ mission maintains its focus on connecting learners to information for discovery, intellectual growth and the advancement of knowledge. But this document is also intended to demonstrate how the Libraries is transforming operations and services to accommodate the changing needs of student and faculty scholarship, as well as the campus community.

The accomplishments of the University Libraries are, of course, a team effort for which I was privileged to be the dean of for over the past six years. None of the progress that is outlined in this document could have been made without the efforts of librarians, classified staff, and student employees.

Planning
One of the most important things a library dean can do is to set directions and to work with the librarians and staff to articulate ways to accomplish those goals. Throughout 2011, all library staff engaged in a strategic planning process, which was intended to create a single focus: The purpose of the Libraries, our goals, and our priorities. It was no coincidence that this undertaking happened during the worst of the campus budget reductions. The planning process was intended to be a way to ensure that the Libraries’ shrinking budget was aligned with faculty and student priorities.
Those conversations, facilitated by an outside consultant, pertained to strategies for scholarly collections, student engagement, public spaces, and the Libraries’ web presence. While some of the text of that final planning document may appear opaque to an outside audience, it is important to recognize that this plan, and the conversations that led to it, guided the directions outlined in this review [Illustration 1].

**Scholarly Collections**

Five years ago, fewer than half of Ohio University Libraries’ new acquisitions were in an electronic format. Today, 95 percent of the new acquisitions of journals and books are now electronic. Statistically, use of electronic materials is up 350% in the past five years, and on the average, in 2012/13 every full-time faculty and student downloaded 61 library articles, which is up from 49 downloaded articles during 2011/12.

Usage of our 3 million-print collection is dramatically lower than it was 10 years ago with an average of six books borrowed per user in 2012/13, which compares with 13 in 2004/2005. As these numbers suggest, electronic materials are now used more heavily than their print counterparts, and for that reason, Ohio University Libraries shifted its acquisition preference to electronic formats, whenever it is practical. While we do anticipate print collections in specific disciplines—fine arts, literature, and history, for example—that will continue to heavily rely upon traditional books and high-quality reproductions, scholarship is quickly transitioning to availability in only electronic formats.

Throughout the budget reductions of these past five years, the collections budget was held largely immune from reductions. This was partly because OHIO’s collections are heavily used, but also because inflation on those books and journals rose only 4-to-5% during the past few years. Today, the cumulative impact of inflation has eroded the purchasing power of our materials budget by nearly half over the past 10 years [Illustration 2]. Further, degrading that budget with additional reductions from budget cuts would have left faculty and students without the needed library materials for research and basic curriculum support. The 2012/13 materials budget allocation and the percentages distributed among the schools and colleges is attached [Illustration 3].

In many ways, the University Libraries website is our most used resource. In 2012/13, there were 28,315,379 database searches performed using the Libraries’ website, which averaged 671 searches per
user that year. In 2012, after nearly a year of development and hundreds of staff hours, the Libraries launched a new website designed to better improve database search results and better navigation through a wide variety of electronic materials.

The redesigned site features a new search engine, ArticlesPlus, a much more comprehensive tool than any other previous search tool, and it is one of the first used in Ohio. In a single search, students may find results from a variety of full-text databases including Academic Search Complete, Business Source Complete, CINAHL Plus, Communications and Mass Media Complete, ERIC, Science Citation Index, and JSTOR.

ArticlesPlus also finds books, videos, and other materials from the Libraries’ Alice catalog, which is designed as a starting point for users searching for a variety of resources on a single topic without performing separate searches under articles, books, and other resources. This project was based on student and faculty feedback about the Libraries’ previous website, which was difficult and confusing to navigate. Responses from faculty and students about the Libraries’ website has been overwhelmingly positive, and this recognition demonstrates how important the search experience is to the campus community. Those results led to the Libraries’ forming a web team whose mission is to continually improve the website— rather than the previous practice of periodic major upgrades as need arose.

In the past five years, significant special collections were added that include the Frederick and Kazuko Harris Collection, supporting the ceramics curriculum; the Yao Ceremonial Artifacts Collection, supporting history and art history research and curriculum; the Senator George V. Voinovich Papers, supporting political science and history research and curriculum; and the Lynn Johnson Photographic Collection, supporting the visual communication curriculum, which was appraised at over $6 million. As donor gifts are finalized, several other collections will be announced in the coming months—including one of the largest collections of fore-edge painted books in the world.

As the dean of University Libraries, as each gift was acquired, I was closely involved with the identification, solicitation, acquisition, and activation of each collection. With the new staff hires in the Mahn Center for Archives and Special Collections inside Alden Library, the Libraries are able to more actively promote the use of rare and unique materials as part of undergraduate education.
Ohio University Libraries is unusually rich in its special collections, and I feel that this is a unique opportunity for OHIO’s students and faculty and to obtain an educational experience that is not available at any other comparable university.

**Facilities**

The Ohio University Libraries operates three facilities: the Vernon R. Alden Library, the Music & Dance Library in Glidden Hall, and the Hwa-Wei Lee Storage Facility (Annex) on Columbus Road.

The Hwa-Wei Lee building on Columbus Road maintains a collection of nearly 1,250,000 volumes in an environmentally-controlled atmosphere, and it is considered a long-term preservation facility for low use, but important, scholarly materials. The building is located, however, in the Hocking River flood plain, which places a considerable amount of OHIO’s collection at risk.

In the past five years, therefore, with the assistance of the University’s facilities department, the Libraries engaged in a significant upgrade of the flood mitigation and the control around that building. New flood walls were added, land was graded to move water away from the building, and a sophisticated drainage system was installed. We anticipate that those efforts will protect the OHIO’s collections within that building from the 100-year floods, as well as to mitigate the damage from larger events.

The Vernon R. Alden Library represents more of a challenge. It opened over 40-years ago and the building has not adapted well to the demands of the 21st century. As part of the campus 6-Year Capital Plan, Alden Library is scheduled for a $33 million renovation, and the Libraries administrative team is currently working with architects to develop a master plan for the building that address: the growing demands on the building, the changing usage of the building, improving the physical comfort and energy efficiency, and addressing the long-term maintenance issues—all this, while recognizing that there are significantly fewer library staff than when the building first opened.

Construction on Alden may begin as early as 2015, but requires about five years to complete. The benefits to the campus, however, are considerable, especially since the Libraries are a regular part of
the campus tours for prospective students and a modern, refreshed-looking Alden is an added attractive benefit to incoming students.

More important, though, is the renovation of our library to offer the proper amount of collaborative group and individual quiet study spaces, on-site collections, as well as, point-of-need student services such as reference librarians and an academic advancement center, all of which are critical components of faculty and student success.

**Budget**

The University Libraries’ budget—as with all of Ohio University’s schools and colleges—is adversely affected by the great recession. The Libraries annual expenditures were reduced from $11.9 million in 2009 to $10.8 million in 2013, which represents a $1.4 million reduction in overall funding [Illustration 4].

Those were difficult reductions to absorb, especially because the Libraries usage is at an all-time high. The Libraries administrative team is determined to make the reductions as invisible as possible to faculty and students. Consequently, the materials budget was subjected to only minor reductions. Other heavily-used services such as staffing late-night hours, faculty book delivery, and interlibrary-loans were also not reduced.

Overall, the Libraries staffing, however, was reduced by nearly one-third. This was accomplished through attrition over a period of nearly 36-months. In 2008, the Libraries had 161 total FTE; and in 2012, the Libraries had 116 total FTE—a reduction of 45 staff [Illustration 5]. Although all departments within the Libraries were affected, the reductions were disproportionately centered in the technical services areas such as cataloging and acquisitions. Such deep staffing reductions created significant challenges within the Libraries to prioritize functions, reorganize workflow, and to re-write staff position descriptions. It’s a testament to the flexibility of the Libraries’ staff that such dramatic change in circumstance occurred in such a short time period.

It is informative to see how Ohio University’s Libraries’ expenditures compares, in relation to those of our peer institutions [Illustration 6] in the percentage of the budget that OHIO spends on materials, salaries, and operations to that of our Association of Research Library peers. The percentage of the
Libraries’ budget expended in those three areas is similar to those of its peers, with the exception that Ohio University is slightly higher in salaries, but slightly less in operations. This suggests that the strategy pursued is consistent with those of our peer institutions.

The Libraries’ fundraising has been a priority since my arrival at Ohio University six years ago. Prior to my coming, the Libraries development efforts had stagnated because there was no major gift officer for nearly five years, and the annual giving deteriorated to less than $30,000 annually. As a consequence, the Libraries’ efforts in this area were as if it were a start-up program. A great deal of my time was directed toward building a base of significant donors. The Libraries are able to point to some successes including significant donations of special collections, over $6 million in one-time and planned gifts, and an increase of annual giving to $110,000 in 2012.

Staffing
The University Libraries’ current organizational chart is attached [Illustration 7]. Although the Libraries staffing was reduced by nearly one third to balance our annual operating budget, we continued to strategically recruit librarians. Our focus, unsurprisingly, was on web services and digital collections. Recent librarian hires include: an e-Learning librarian, a Head of Web Services, and an Assistant Dean for Collections and Digital Initiatives.

During the 2010-2011 academic year, the Libraries received 2,230,000 distinct website visits, 28,315,000 database and catalog searches, added to its collection 975,000 electronic books, and answered over 10,000 virtual reference transactions. As staff retires, the Libraries administrative team is re-writing those job descriptions to hire and to fill those vacancies with librarians whose specialties reflect those areas.

A second hiring focus pertains to the Libraries’ special collections. Ohio University Libraries is particularly rich in unique materials, and one of our goals is to better integrate those materials into undergraduate teaching and learning. Within the past five years, a new Head of Art & Archives and a new Special Collections Librarian were recruited, and both individuals are tasked to connect with faculty and to work toward introducing undergraduates to the Libraries’ primary resources for scholarship and research.
Simultaneously, our subject librarians are more actively engaged with faculty, students, and staff in their respective departments to develop strong, collaborative relationships that encourage the integration of the Libraries’ services and collections into the curriculum [Illustration 8]. To bring best practices and innovative ideas to services and collections, the Libraries has formalized a peer-reviewed annual evaluation of professional engagement, which includes: goals and expectations for all our librarians and funding (including donor funding) to support their time and travel [Illustration 9].

Communications
Increasing visibility and awareness of the Libraries are an important endeavor over the past five years: Partly, used to bring awareness to faculty about the services and collections that are available for their teaching and research, and partly, to bring awareness to potential donors of the contributions that the Libraries make to education and research at Ohio University. Consequentially, the Libraries is now a regular sponsor of the Research & Creative Activities Fair, regularly contributes articles to Compass and to the Libraries News Blog, which includes several thousand subscribers and about 3,000 monthly page views, a heavily subscribed and very active Facebook page, a Twitter account with 2,800 followers, the Libraries YouTube Channel with hundreds of “how-to” videos that receives thousands of views.

Ohio University Libraries was ranked 33rd in the nation in a ranking of the “100 Most Social Media Friendly College & University Libraries for 2013.” Our social media venues, while an important venue for distributing communication to students and faculty, are more valuable as venues through which students and faculty communicate directly with librarians. Campus-wide special events are beginning to be hosted by the Libraries such as the Distinguished Professor Award, the Foundation Board of Trustees, and President Emeritus Charles Ping’s book launch. Notable milestones of the Libraries include the 3 millionth addition to OHIO’s collection, and the 200th anniversary of the Ohio University Libraries, which now receive campus-wide recognition.

Miscellaneous
Several activities in the past few years do not fit under obvious categories and include: significant OhioLINK participation chairing the Library Advisory Council Coordinating Committee for two years and serving as past chair until 2014. This committee directs nearly $30 million in annual funding toward state-wide scholarly resources as well as state capital requests for OhioLINK. I also continue to serve on the OhioLINK Chancellor’s Advisory Board through 2015.
Notable accomplishments for my time as the OhioLINK chair was the completion and implementation of a new strategic plan, and balancing the OhioLINK budget that resulted from the severe fiscal constraints of the national economic downturn. I was elected and serve on the Association of Research Libraries’ Scholarly Communication Committee and serve as an advisor in negotiating a contract for the Association that, if successful, will purchase nearly $18 million annually in e-books. On campus, I co-chair the Academic Support Improvement Committee, which aspires to improve support unit accountability and transparency to the schools and colleges through the mechanism of RCM.

Goals

My primary goals for a second appointment are:

1. Materials Budget – With Ohio University’s budget becoming more stable, I would advocate the campus community for increases to the materials budget that match materials inflation plus a one-percent increase above inflation. This will prevent an ongoing reduction of resources and will permit small increases to growing disciplines.


3. Fundraising – Developing a pool of annual and major donors takes years, and the University Libraries is still relatively new at this endeavor. This effort, however, is beginning to realize its’ potential. The fundraising focus will be on the naming possibilities in the renovated Alden Library, and in the strategic acquisitions of additional special collections that support current campus strengths and the undergraduate curriculum.

4. Articulating the Libraries Contribution to Academic Success – With the campus’ shift to RCM, it is critical that the Libraries better collect, analyze, and articulate its contribution to Ohio’s teaching, learning and research. While we have begun these efforts, they have not yet matured to the point where they can be widely shared.
Ohio University Libraries

Our Vision

The Libraries will be a dynamic gateway for the discovery, creation and exchange of knowledge, enabling students, faculty and staff to realize their promise and achieve excellence.

Our Commitment

Provide spaces where diverse learners can achieve their goals

Connect with faculty and students to deliver information and scholarship tailored to their research and learning needs

Encourage students to critically engage with information through curriculum-focused library instruction

Develop a virtual presence that supports self-service and connects our learning community to library staff

Learning & Growth For Library Staff
Promote a culture of professional development among all staff

Formalize performance management with an emphasis on strategic goals and clearly defined expectations

Skillful Stewardship
Manage materials & metadata to maximize return on investment in the user experience

Transform the role of the liaison librarian to better engage our campus community

Leverage user-centered assessment to tailor library processes, technologies and services

Communicate consistently with stakeholders to convey the value of the Libraries

Strengthening of our Financial Resources
Actively pursue external investment in support of strategic goals

Maximize university investment through effective stewardship, focused on Human Resources and Collections

January 2012

Values
Mission

Ohio University Libraries connect learners to information for discovery, intellectual growth and the advancement of knowledge.

ILLUSTRATION 1
Ohio University Libraries
Materials Allocation with Library Journal Inflation Factor Applied
2003 Baseline

48% Loss of Purchasing Power
In Less Than Ten Years

ILLUSTRATION 2

Ohio University Libraries
2012-2013 Materials Budget Allocation
$3,734,845

Health Sciences & Professions
$314,519

Fine Arts
$270,775

Engineering
$459,180

Education & Human Services
$159,890

Communication
$223,138

Business
$260,432

Arts & Sciences
$1,945,127

ILLUSTRATION 3
Ohio University Libraries
Library Budget Allocation 2005 - 2012

- 2005 - $11,586,369
- 2006 - $11,559,675
- 2007 - $11,541,636
- 2008 - $11,813,645
- 2009 - $11,913,166
- 2010 - $11,236,245
- 2011 - $10,829,757
- 2012 - $10,931,015
- 2013 - $10,827,460

Illustration 4

Ohio University Libraries
Library Funding & Usage Indicators
Percent Changes From 2007 Baseline

Illustration 5
ILLUSTRATION 6

Ohio University Libraries
Association of Research Libraries
2012-2013 Percentage of Total Library Expenditures

ARL
$24,247,233 Median Budget

47%
40%
13%

OHIO
$11,690,722 Actual Budget

46%
43%
11%

Materials
Salaries
Operations

ILLUSTRATION 7

Ohio University Libraries
February 2014
OHIO UNIVERSITY LIBRARIES SUBJECT LIBRARIANS FRAMEWORK

Subject librarians actively engage with faculty, students, and staff in assigned departments in order to develop strong, collaborative relationships that place the Libraries in the flow of teaching, learning, and research.

Subject librarians use their knowledge and expertise in these activities:

- Collection Development & Management - Identifying, developing, and promoting collections that support research and curricular needs
- Teaching & Learning - designing and implementing strategic and pedagogically appropriate instruction, reference and research consultation services using a variety of methods
- Scholarly Communication - educating and informing faculty, graduate students and campus administrators on issues of scholarly communication
- Data Management – educating and informing researchers on issues of data architectures, policies, practices and procedures that properly manage the full lifecycle needs of research data.
- Fundraising - participating in development and fundraising efforts and cultivating relationships with established and potential donors as appropriate.
- Grant Writing – identifying potential projects and activities for grant funding; seeking opportunities to support and collaborate on grant funded projects of the departments
- Special/Digital Collections – identifying and fostering connections between the curriculum and research and the Libraries’ special collections

In order to be successful in the above activities, librarians must:

- Understand the curriculum of the department and identify and promote appropriate integration of library collections and services into that curriculum
- Be aware of and monitor changes in the research areas of departmental faculty
- Understand user needs and information-seeking behaviors
- Facilitate ongoing communication about resource needs and service expectations
- Understand basic pedagogical methods and information literacy theory
- Understand and speak knowledgeably about national trends within the discipline on issues of scholarly communication and data management
- Share information about users with library staff and with departments
- Use assessment results to respond to user needs
- Seek opportunities for collaboration with departments in the areas of assessment, collections, curriculum development, teaching, grant writing, fundraising, and research
November, 2012
Alden Library
Professional Engagement & Career Advancement

- To encourage professional engagement that brings best practice and innovative ideas to services and collections
- To support the Libraries’ strategic goal of “Creating a Culture of Professional Development”
- To support the Libraries’ initiative pertaining to creating career ladders for professional staff
- All positions with an MLS or advanced degree requirement (including archivists) participate
- The Libraries will continue to provide travel and time support for these activities

Career Advancement

Upon dossier submission and successful review, librarians may progress from assistant to associate or full. Small merit awards will accompany promotion but annual merit is intended to be primary encouragement.

Associate: Demonstrated excellence in practice of librarianship. Minimum of five in any combination:

- published papers
- external grant applications
- state or regional committee appointments

Full: Demonstrated excellence in practice of librarianship. Meets Associate and a minimum of five in any combination:

- published peer-review papers
- national presentations
- funded external grants
- national or international committee service
- editorial appointments
- national awards

Professional Engagement Annual Review

Evaluation of professional engagement will be incorporated into the annual review process.

Not Engaged: no activity

Productive: book reviews; local presentations; library committee or task force; membership in professional organizations; professional development attendance; library exhibits; campus grant applications, etc. (Campus impact)

Engaged: published papers; regional presentations; external grant applications; scholarly exhibits; regional committee service; regional review board; editorial service; state awards, etc. (State/Regional impact)

Highly Engaged: published peer-reviewed paper; national presentations; funded external grants; national or international committee service; editorial activities; national-audience editorial service; national scholarly exhibits; national awards; national review board, etc. (National impact)
Scott H. Seaman  
Dean of Libraries  
Curriculum Vita  
Spring, 2013

Ohio University  
Alden Library  
Athens, Ohio 45701  
740.593.2702 v  
740.593.2708 f  
seaman@ohio.edu  
www.library.ohiou.edu

Education

MLS 1987, Kent State University  
MA (art history) 1986, Ohio State University  
BA (art/business) 1982, Wright State University

Employment

Ohio University. Dean of Libraries, 2009-present.


University of Colorado, Boulder. Acting Associate Director, Administrative Services, 1997-1998.


The Ohio State University. Acting Head, Circulation Department, 1988-1990.


Refereed Publications


**Other Publications**


Papers Presented


“OhioLINK: Past, Present, & Future.” Presented at Hong Kong Baptist University, Kowloon, Hong Kong. 2013.

“Solving Tomorrow’s Problems through Analysis of Data.” Panel Presentation at ALA Midwinter, Seattle, WA. 2013.


“Supporting a New Generation of Students at Ohio University: The Library Learning Commons.” Presented at Chubu University, Kasugai City, Japan, 2009.


Reviews


Service

Editorial Responsibilities


National


Regional/State

OhioLINK, Chancellor’s Advisory Board, 2012-2015.


OhioLINK, Library Advisory Council Coordinating Committee. Chair, 2010-2012.


Selected University Service

Ohio University. Resources Centered Management Academic Support Unit Improvement Committee (Chair), 2013-present.

Ohio University. Academic Support Unit Program Review (Chair), 2010-2012.
Ohio University. Academic Leadership Committee, 2009-present.
Ohio University. Executive Staff Committee, 2009-present.
University of Colorado, Boulder. Information Technology Strategic Planning Committee, 2002.

Selected Library Service

Norlin Library Learning Commons Program Planning Team (Chair), 2006-2007.
University Libraries Strategic Planning Team (Chair), 2005-2006.
Norlin Library Learning Commons Task Force (Chair), 2005-2006.
University Libraries Assessment Committee (Chair), 2005-present.
Search Committee, Assistant to the Dean for Grants and External Relations (Chair), 2004.
Libraries Strategic Planning Committee (Chair), 2002.
Program Review Self-Study Task Force (Chair), 1999.

Selected Professional Development