June 2010

OhioLINK

Executive Director

The Ohio Library and Information Network (OhioLINK), located in Columbus, Ohio, seeks nominations and applications for the position of Executive Director. OhioLINK is the premier, nationally renowned consortium of 16 public/research universities, 23 community/technical colleges, 49 private colleges and research universities, and the State Library of Ohio that provides Ohio students, faculty, and other researchers with a wide array of online databases, electronic journals, e-books, and other electronic resources to support teaching, learning, and research. In addition, OhioLINK promotes resource sharing across its member organizations through an interlibrary delivery service that draws on the 48 million books and library material held by OhioLINK members.

OhioLINK is a major program of the Ohio Board of Regents and is a cornerstone of the recently articulated University System of Ohio (USO) strategic plan. It and other USO service organizations are at the nexus of the future of post-secondary education in Ohio focused on an integrated strategy combining information technology, higher education, and technology-based economic development. Together these programs will help drive a forward thinking, 21st century education-based high technology economy in Ohio. (These programs are listed in Appendix B.)

OhioLINK's annual operating and capital budget is $11.5 million, and in addition, OhioLINK manages $29 million annually paid by its members as their share of the licensing and purchasing of electronic resources. OhioLINK employs 15 staff members.

The Location

Columbus is one of the top 20 metropolitan areas in the country, rich with numerous institutions of higher education, including The Ohio State University, organizations that support higher education, world class health care facilities, nationally recognized cultural institutions, and a strong economic base that includes corporate headquarters of such national companies as the Limited, Nationwide Insurance, Wendy's, and Cardinal Health.

OhioLINK – The History

OhioLINK grew out of a recommendation by the Ohio Board of Regents in 1987 that "the state of Ohio implement, as expeditiously as possible, a statewide electronic catalog system."

To fulfill this mandate the Board established a steering committee representing librarians, faculty, administrators, and computer systems managers from campuses throughout Ohio. After many meetings and public hearings the steering committee prepared a planning paper and a Request for Proposal to initiate a statewide electronic system. OhioLINK then selected software and hardware vendors and in 1992 six universities installed the same online system and began the ongoing process of building the central catalog. In 1996 OhioLINK began offering services through the World Wide Web. Throughout its history OhioLINK's members, working in concert with the Executive Director and other state leaders, have determined OhioLINK's services.

The range of OhioLINK's services is impressive and include: a state-wide interlibrary delivery service; 140 electronic research databases (contracted from publishers); a library of over 8,300 ejournals; a Digital Media Center with a wide variety of content including images, videos, and sound files; a growing collection of e-books; and a repository for thesis and dissertations. (A full list of OhioLINK's programs are included in Appendix A attached to this position profile.)

The Position

The Executive Director reports to the Chancellor of the Ohio Board of Regents. (In turn, the Chancellor reports directly to the Governor of the State of Ohio.) The Executive Director works and consults with constituency organizations, advisory groups, and the management team of the other USO services provider organizations. The new Executive Director also works closely with the Library Advisory Council Coordinating Committee (LACCC) that is comprised of college and university library deans and directors from across the state.

For this important and senior position OhioLINK is seeking an experienced executive with proven leadership and change management skills who can effectively lead multiple constituencies through the astute use of influence and persuasion. An early responsibility of the new Executive Director will be working with Ohio's library communities and Board of Regents to articulate a strategic vision for OhioLINK that builds on past successes and charts new directions for providing access to the world's scholarship, research, and information.

In order to lead OhioLINK, the new Executive Director will need significant financial acumen to maintain and expand services during an era of financial restraint for both the state government and OhioLINK's members.

We expect the Executive Director will have 10 to 15 years of experience in the broad arena of information management in organizations such as colleges and universities, research libraries, national and international publishers, knowledge management programs in the corporate sector, and/or commercial enterprises that create and market search tools for accessing information from multiple and complex information systems. The best candidates will have strong technology management experience and skills combined with business acumen, deep organizational development experience, and strong interpersonal skills.

This is a propitious time for the new Executive Director to join the organization. Having set the national standard for library consortia, OhioLINK is now at an important juncture and the new Executive Director will be able to place his/her imprimatur on the future vision, plans, and operations of this leading national organization. Achieving ambitious goals will maintain OhioLINK's national standing in providing library services for education, learning, research, and economic development. Reporting to the Chancellor of the Board of Regents provides access to the highest levels of state government where decisions are made about policy and funding for OhioLINK, and for education more broadly.

OhioLINK – Future Needs and Opportunities

Three broad areas require development and attention in order for OhioLINK to fully benefit members and contribute to the state's economic wellbeing. <u>Essential to future success is maintaining and expanding current services to consortium members.</u> Continual improvements in effectiveness, service levels, and cost efficiencies are important. Extending the current service portfolio to additional sectors, such as K – 12, public libraries, and education related businesses would be high on any list of new service possibilities. Similarly, integrating OhioLINK's services with programs for online and distance learners will support the goals in the USO strategic plan.

Second, the new Executive Director has responsibility for assuring successful development of the next generation technology platform, "OhioLINK 2.0". When successful implemented OhioLINK 2.0 will be deployed to the entire consortium to enhance learning, research, scholarship, and scholarly communication. This endeavor no doubt will require extensive collaboration with other state programs in order to take advantage of "best in class" technology architecture and development processes. Inevitably technology development processes for the array of USO programs will converge using similar development techniques and approaches, affording both OhioLINK and its members the benefits of scale economies.

Thirdly, a broad area for development is service expansion to include a more robust array of openly accessible digital resources developed by member organizations, including for example, scholarly writings, data byproducts of research, historic and creative materials, and informal publications and presentations. OhioLINK's staff is now developing a Digital Resource Commons to this end and a key priority for the new Executive Director will be assuring its timely and high quality completion.

Challenges

To succeed the Executive Director will need to employ exquisite change management and collaboration skills to reach agreement with many stakeholder groups and organizations on expanding current services to new members and on adding additional services for members. And this must be done with a careful eye on achieving cost efficiencies to accommodate budget.

Part of the state's effort to spend wisely and achieve scale economies will require that OhioLINK work closely and collaboratively with other programs such as OARnet, the Ohio Learning Network, and e-Tech Ohio (see Appendix B). "Turf protection" and "silos" will not be allowed to interfere with optimal design, state of the art development processes, cost management, and the potential convergence of the work of these organizations.

Finally, an important challenge is engaging OhioLINK's staff to fully embrace the possibility of new services, expanded membership, and increased collaboration with other state programs.

Qualifications

The best candidates will posses the experiences described in this position profile, especially successful experience in executive leadership and strategic planning, as well as experience working with consortia or membership organizations. Their approach will be problem solving, opportunity taking, and entrepreneurial.

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Additionally they will have many of the following capabilities and personal attributes.

- D
  emonstrated success leading in environments characterized by uncertainty and ambiguity;
- A
  bility to lead through influence and persuasion;
- S
  trong financial analytic and planning skills;
- A
  bility to effectively work with state government, university, and private sector leaders;
- A
  bility to negotiate successful agreement with members, vendors, and partners while building successful, long term relationship;
- A
   strong work ethic;
- W
  arm and open personality; and
- U
  se of humor to bring disparate groups together and reach decisions.

Please send applications and nominations to:

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The State of Ohio is an equal opportunity, affirmative action employer.
Qualified women, minorities, veterans and individuals with
disabilities are encouraged to apply.

Appendix A

OhioLINK's Programs

OhioLINK Library Catalog

OhioLINK offers access to more than 48 million library items statewide, encompassing a spectrum of library material including law, medical and special collections. The OhioLINK Library Catalog contains 11.5 million unique titles from its 89 member libraries, two public libraries and the Center for Research Libraries. Students, faculty, staff, and cardholders from participating public libraries can use the OhioLINK Library Catalog to find and request materials online, then pick them up two to three days later at the participating library of their choice. Users can renew books online and keep them for up to 15 weeks.

Research Databases

OhioLINK offers more than 140 electronic research databases, including a variety of full-text resources. These databases cover many academic areas at varying levels of detail. Many of the databases are citation indexes. Generally, the user can find out which OhioLINK members possess copies of the cited journal or link to the relevant full-text article. OhioLINK's electronic full-text resources include online dictionaries, literature, and journal articles. Access to the research databases is restricted to valid patrons at OhioLINK member institutions.

Electronic Journal Center (EJC)

OhioLINK launched the Electronic Journal Center, a collection of full-text research journals, in 1998. The EJC contains more than 8,300 scholarly journal titles from 101 publishers across a wide range of disciplines. Researchers can download electronic articles instantly, read entire journal issues online, create e-mail or RSS alerts for new issues, save searches, and set up automatic search alerts for new search results. More than 6.8 million articles are downloaded each year from the EJC, with a total of more than 43 million articles downloaded since its inception.

Digital Media Center (DMC)

The Digital Media Center archives and provides access to a variety of multimedia material. The DMC contains 3,000 digital educational films and documentaries, including foreign language instruction videos; thousands of electronic images, including images of famous works of art from museums worldwide; sounds; historical documents, including historic Ohio city maps; satellite images of Ohio; and more. Several collections are accessible to anyone worldwide. Materials in the DMC may be shown in class, utilized in course materials, or used to enhance papers, projects and presentations. More than 550,000 multimedia materials are

downloaded from OhioLINK each year, with more than 3.3 million materials downloaded since the DMC's inception in 1999.

E-books

OhioLINK's growing collection of 55,000 e-books cover a wide variety of subjects and include encyclopedias, dictionaries and other reference works (for tracking down a quick fact or illustration); scholarly books; and computer and technology titles (for in-depth, how-to books and technology tips).

Electronic Theses and Dissertations Center (ETD)

The ETD Center is a free online database of 19,750 undergraduate honors theses, masters' theses, and doctoral dissertations from students at participating Ohio colleges and universities. The ETD Center allows students to get topic ideas, see what peers have written in their discipline, or find a particular theses or dissertation.

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Appendix B

OhioLINK's Key Partner Organizations

OARnet
OARnet facilitates and encourages the development and dissemination of knowledge throughout the state by connections with other networks, locally, nationally and internationally, as well as through the implementation of effective shared IT services among member institutions. A prime goal of OARnet is to facilitate and to encourage both collaborative projects between institutions and the general sharing of resources. OARnet provides the hardware and networks for OhioLINK's services. (See www.oar.net for additional information about OARnet.)

Ohio Learning Network
The Ohio Learning Network aggregates services and resources so Ohioans can meet their learning potential, Ohio's economy can grow, and Ohio colleges and universities can continue to be knowledge leaders. OLN helps Ohioans find educational programs that meet their needs, works with colleges and universities using technology to improve teaching and learning, and helps build partnerships among higher education, schools, businesses, and communities. (See www.oln.org for more information about The Ohio Learning Network.)

Ohio Supercomputer Center (OSC)
The Ohio Supercomputer Center empowers a wide array of groundbreaking innovation and economic development activities in the fields of bioscience, advanced materials, data exploitation and other areas of state focus by providing a powerful high performance computing, research and educational cyber infrastructure for a diverse statewide/regional constituency. OSC partners with Ohio researchers in developing competitive, collaborative proposals to regional, national, and international funding organizations to solve some of the world's most challenging scientific and engineering problems. Additionally OSC leads strategic research activities of vital interest to the State of Ohio, the nation and the world community, leveraging the exceptional skills and knowledge of an in-house research staff specializing in the fields of supercomputing, computational science, data management, biomedical applications and a host of emerging disciplines. (More information about OSC is available at www.osc.edu.)

eTech Ohio
eTech is dedicated to enhancing learning by developing programs and using best practices to serve learning organizations while acquiring, integrating and sustaining educational technology. (See www.etech.ohio.gov for additional information.)