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Dear Krissandra McNeill,

I am writing to apply for the position of Senior Information Resources Officer. I feel I am a strong candidate for this position because of my extensive experience in collection development, including consortial licensing and negotiating, my forward-thinking approach to solving common collections, acquisitions, and technical services problems, and my ability to work collaboratively and transparently with others.

I have 15 years of experience with strategically leading and managing electronic resource and licensing efforts at an ARL member library and controlling an $11 million collections budget. In this capacity, I work with consortia and memberships such as GWLA, HathiTrust, Western Regional Storage Trust, the Center for Research Libraries, and the Utah Academic Library Association (UALC). I also negotiate on behalf of the Consortium of Church Libraries and Archives—a consortium of seven libraries associated with Brigham Young University (BYU). My most recent negotiation resulted in reducing the annual increase on our largest and most expensive journal package from 4% to 2.5% annually. Throughout my time here, I have found creative ways to assess and improve the library's collections, their discoverability, and have gained an unique perspective on the challenges facing librarians in the 21st century.

My most recent work is propelling BYU's Harold B. Lee Library towards making more, and better, data-driven collection decisions. While we have always depended on data to make collection decisions, we have not always been able to take full advantage of all available data because of inconsistent and inadequate documentation of raw data sets, the difficulty in combining data from different sources, and all other associated problems with Master Data Management. I proposed, and am leading the development of, what we are calling a Collection Development Suite which will consolidate collection development tools and data for assessing collections such as number of credit hours taken in each course, the number of faculty in departments, number of majors, number of degrees granted, along with print and electronic usage of library collections. When complete, this will be a significant contribution to the library community as it will show what is possible with current data and systems and open doors to new ways of evaluating collections. With this data, we will be able to better assess the myriad business models available to libraries, especially open access and patron and evidence-based systems, to determine the appropriate mix of access *and* ownership appropriate for individual research libraries rather than discussing the false dichotomy of access *versus* ownership. My experience with assessment and data management would allow the University

of Arizona Libraries to continue its record of increasing the quality and amount of research available at a significantly reduced marginal cost.

I have an abiding interest in making libraries enjoyable for patrons to use. Like many organizations, BYU has occasionally siloed and divided responsibilities to the detriment of the patrons we aim to serve. Several years ago, I noticed a lack of cooperation across departmental lines and created an internal patron access discussion group to foster deeper conversations about how to best serve library patrons. As a direct result of this group, many persistent problems with our search system, physical layout of the library, and the way our collections are organized, have been resolved. One example is an insidious bug with our search system. For years, our system would occasionally display the wrong location information for some of our materials. It was not clear why it would show the wrong location for some materials and the right location for other materials. This group was able to help the IT department correctly tag location information in our system and display an appropriate message to our users. Resolution of this problem, along with many others, required a great deal of communication, collaboration, and innovation to resolve long-standing issues that were not being resolved through official committee channels. The ability to communicate and work collaboratively would be critical in this position at the UA Libraries.

I have also had many leadership opportunities over the last decade and a half. From the beginning of my career in libraries, I have supervised, trained, and mentored student and staff employees. In technical services, I was the department head of the Electronic Resources Unit, department head of the Catalog Services Department, and am now the head of the Collection Development Unit. I have chaired, and continue to chair, many committees and task forces in the library, at Utah Library Association, and at the American Library Association.

I have led the Electronic Resources unit in establishing workflows and procedures that minimized the time it takes to find information about specific resources, standardized the license terms the library spends time negotiating for, set up the library's first true electronic resource management system, implemented a full OpenURL-compliant journal finder system, streamlined collection budgets for our subject librarians, and aligned budgets more closely with the current curricular and research needs of the University. The ability to prioritize, organize, and mobilize employees is a valuable skill for this position.

I feel that my years of technical services experience, my leadership experience, and my commitment to doing what is best for the library's patrons make me a strong candidate for the Senior Information Resources Officer position. I look forward to hearing from you soon (jared.howland@gmail.com, 801-361-2181).

Bear Down,

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