Annual Deans Report – University Libraries
January – December, 2008
Submitted to Executive Vice President and Provost, Neal Smatresk
by Patricia Iannuzzi
March, 2009

Items in **bold** and/or <u>underlined</u> are per Provost Office outline. "Educational Programs" focuses specifically on library educational programs.

Management

In 2008 the Libraries operated with considerable staff turnover and staff vacancies and managed by hiring critical positions and through staff and work reassignments. Exemption from the hiring freeze allowed the Libraries to manage daily operations while exercising caution and restraint and prepare for the next biennium. In all cases staff turnover provided opportunities to examine workflow, streamline operations, and in some cases redirect human resources towards higher priority work. Furthermore, the increased delegation of authority over budget management, while increasing accountability, also increases flexibility and allows for decisions to be made closer to the point of impact. A case in point is the management of year-end funds. Now that the EVP&P has closer oversight of unspent pots of money across his reporting areas, there are fewer year end funds available for redistribution to the Libraries (and OIT) for equipment purchases. Since we have no operating line for equipment replacement, this would have been disastrous if not for the corresponding policy to allow units to manage their salary lines. The Libraries held positions vacant in order to generate one time salary savings to redirect to equipment, facilities, and other one time expenses. I am grateful for the trust and accept both the responsibility and the accountability. Some specifics:

- Started 2008 with 5 vacant positions (4% of total)
- Ended the year with 7 vacant positions (6% of total)
- 13 new staff were hired in 2008 (some were internal promotions)
- Currently have 17 vacant positions, including 7 VSIPs (15% of total)

Some numbers relating to basic activities (source is Libraries Uniform stats from 07/08 - attached)
- 16% increase in use of electronic collections in one year.
- 21% increase in use of libraries website and catalog in one year.
- 19% increase in foot traffic (gate counts) across all UNLV Libraries in one year, with Lied showing an increase of 21%.
- 21% increase in number of instruction sessions taught in one year.
- 14% increase in number of users who participated in instruction.
- 9% increase in number of people receiving assistance at service desks.

<u>Efficiency</u>
- Eliminated 1 department head position and froze a senior administrator for a year through reassignments.
- Eliminated 1 library faculty position by reassignment of most critical functions to a library assistant.
- Eliminated 7 classified staff positions and restructured work or reassigned others to meet mission critical services, mostly covering service desk and branch operations.
- Merged receipt and processing of government documents into another department, reassigned 3 positions to higher priority activities.
- Cut $500,000 in total amount from Libraries base budget (salaries and operations.)
- Redirected $200,000 of salary savings to VP&P office for reallocation.
- Generated additional $400,000 in salary savings for libraries to redirect for equipment and facilities projects since funding for these two areas is no longer available from the EVP &P.

- Completed collections analysis and informed by results, cut over $500,000 from base of collections budget to make up for loss of inflation added to base, and to prepare for loss of inflation in biennium. Continue projects with faculty at large for further reductions expected to be close to another $500,000.
- Eliminated journals owned/accessed in multiple formats. In addition to financial savings, reduced staff time to check-in, process, shelve, etc.
- Deployed Web-based service to quickly produce professional-quality subject guides for disciplines and specific courses, LibGuides (nursing example http://guides.library.unlv.edu/content.php?pid=10772&sid=72232)
  Library faculty staff time redirected to growing demand for instruction.
- Despite having one of the lowest ratios of dollars per student of all the research libraries in the region (Colorado is slightly lower) student satisfaction with the Libraries remains very high. In the campus survey of graduating seniors for 2008, 97% of respondents were satisfied or very satisfied (68.3% were strongly satisfied). Students rated their satisfaction for 17 items, with the library getting the top rating of the 17. As stated in the report of the results: "Graduating seniors perceived library resources as the best aspect of UNLV academic support services." And in the 2008 Student Satisfaction Survey the Libraries received the highest rating from students for all items in the category of "Campus Support Services."
- Took advantage of delegated authority for strategic planning (as opposed to structured framework imposed in past) to lead a libraries strategic planning process for the biennium that:
  - is aligned with the Focus: 50 –100 plan;
  - includes organizational values that reflect University values;
  - realigns mission and vision to be user-centered;
  - focuses on 15 specific strategic directions derived from the university's plan;
  - provides a framework for all library departments to contribute actions for the next biennium; and
  - serves as the starting point for decisions about allocating new hires.
  (see attached – departments are currently developing actions and evaluation questions and assessments) [This planning is listed under efficiency because the process for the first time focuses on specific organizational priorities and requires alignment of resources to meet them.]
- Deployed many new systems projects in 2008 to improve efficiency and effectiveness, improve service and save staff time, including:
  - Virtual Servers for quicker recovery (application automatically restarts if there is a failure), better finite hardware use.
  - Metering server for Adobe Applications; reports on software usage -- allows us to more efficiently provide selected software to all workstations at a cheaper cost, and to gain stats so we know which packages are getting use.
  - Ghost for PC management -- quick deployment of new software sets to all of the patron PCs.
  - Deepfreeze to keep the PCs pristine -- when a student logs out, the PC is powered off, and upon reboot, any mischief the previous student may have done is completely wiped away for the next student -- this save our technicians time maintaining a stable PC.
  - Created a database for users to search Special Collections' for manuscripts, oral histories, and 80,000 photographs.
  - Creation of databases for business operations and staff efficiencies, e.g., Student Employee application database.
  - Proactive monitoring of Systems (Hobbit; Intermapper) -- we use programs to automatically analyze system health, system uptime, etc. -- frees up staff time; we investigate if something is automatically flagged.
  - SIS Import / Automatic creation of patron records; subsequent management scripts for updating patron records -- reduces ADS processing of new students; saves the students time as well.
  - Automated Backup Routines, including offsite
  - Migration to same backup package for various systems -- fewer backup systems the technical staff need

to master.

- Refined the automated patron PC Wakeup / Shutdown -- this saves staff time from having to manually power on and off the patron PCs at start and close of business, and saves energy.

Infrastructure

- Thirteen new staff were hired or started their employment in the Libraries in 2008: six classified; four professional; and three faculty.
- Created a data matrix for a central repository on our staff wiki to facilitate internal and external reporting. Formalizes which data elements need to be collected, by whom, with what frequency, and for what purpose. Investigating options for creating an online data repository.
- Deployed a new statistics program "Desk Tracker" to automate logging of transactions at multiple service points.
- Reconfigured staff spaces to create efficiencies in workflow and to accommodate merger of departments. Document Delivery was combined with Circulation to create Access and Delivery Services in 2007. Space freed up by Document delivery was reconfigured for expanding media services. Also in 2008, government documents processing was merged into technical services. Staff and processing was integrated into BMS department, freeing up a workroom for future reallocation.
- Restructured an existing space (Internet 2 access grid) which was underutilized (according to room use data) and re-purposed at no cost for much needed library instruction space, using wireless access, laptops, and existing furniture.
- Worked with Planning and Construction on a RFP for an external architecture firm to work with Libraries on several critical internal space renovations. Firm was picked but I halted the consulting project pending decision from EVP&P about possible space issues concerning Lied Library tenants. Must proceed with this planning in 2009.
- Initiated and managed over 1000 individual work orders in ongoing facilities and maintenance projects for the Libraries, in all areas such as electrical, lighting, alarms, life safety, plumbing, leaks, broken windows, painting, roof work, HVAC, small office moves, clock systems, and stacks removal.
- Improved patron and staff security by creating and implementing an automated system to alert staff in UNLV and Law Libraries to users who have been barred or for whom we have filed police incident reports. (access is restricted to library staff and student employees.)
- Redesigned and launched new online catalog web interface.
- Created style guide for libraries website to ensure consistency in look, feel, language, navigation, and coding.
- Deployed Encore, next generation web 2.0 interface for the libraries catalog.
- Upgraded group study rooms with equipment to facilitate online group work (funded by Deans Associates.)
- Created presence in both Facebook and MySpace for the Libraries to connect students to services and information in new ways.
- Added over 30 new pcs to the Information Commons and the computer use areas in response to user need.
- Created Nevada Test Site Oral History Digital Library after receiving the oral histories from the History Department.
- In its first full year with a new, full time graphic designer, and second year in existence, 166 individual jobs were designed and produced by libraries external relations. Most items were produced internally, and include templates, flyers, posters, plasma images, signs, maps, floorplans, ads, bookmarks and book bands, invitations, notecards/postcards, brochures and guides, table tents. This compares to 30 pieces created in 2007.
- Redesigned the Guide to the Libraries, moving it from an annual piece to a condensed, evergreen piece. The redesign saved resources, realized some cost savings, and made the Guide a more effective piece for the long term.
- Online templates were created and made available for staff to produce their own materials. The templates were followed by MS Publisher sessions tailored to teach staff the skills to effectively utilize the templates.

- Created an internal structure for integrated marketing campaigns for new products and services which include print materials, digital advertising signage, and media. Applied integrated marketing for: student recruitment; Smart Cart Roll-Out and Naming Contest; Encore (new library catalog search tool); and the LibQUAL+ Survey.

College Climate and Culture
- Created and conducted Libraries first ever "Pulse Survey" on employee morale. Had a 72% response rate (90 of 121 employees) and 92.9% strongly agree or agree that they are satisfied working in the Libraries. The detailed responses became the foundation for training for senior and middle managers.
- Held four all-staff meetings (budget and space planning; budget and reassignments; budget and morale; communications and strategic planning.)
- Held bimonthly "Patter with Patty" brown bag lunch series on topics selected by the Library Faculty Professional Development Committee (e.g., raising the bar on faculty scholarship; positioning the libraries for campus change; Focus planning implications for the Libraries.)
- Continue posting information on dean's Blog (in staff only area of wiki.)
- Organizational transparency and value for sharing information is obvious in activities on staff wiki where all groups and projects post minutes, reports, work in progress for library-wide vetting, and more than 15 library blogs.
- Growing culture of assessment as evidenced by ongoing web usability testing, regular polling on libraries home page, routine use of focus groups and surveys (including community users and donors), training of middle managers in assessment techniques, and intense marketing for 2009 LibQual+. (nationally benchmarked library survey)
- Launched a six month "Revisioning of Technical Services" to address future work and structures of the division and the need for change. This work should pave the way for a new and much needed Director of Technical Services.

Diversity and Inclusiveness

- Undergraduate Peer Research Coaches Program: Targets statistically at-risk students, including students from underrepresented minority groups, to provide employment and mentoring to improve their academic success. First graduate of the program in December 2008.
- Continued participation with Nevada State Library and Archives, LVCCD Public Library, and University of North Texas on an IMLS grant to provide tuition for a cohort of library science students in the region (Nevada and Utah.) The purpose of the grant is to recruit under-represented minorities to the profession.
- Support students with disabilities through a wide array of equipment and special services. These services were highlighted through a poster session at the campus Disability Fair.
- Worked with the Vice President for Diversity to install library displays coordinated with campus events and celebrations, especially for "Identity Month" (Native American, African American, Asian American, Women.)
- Director of Oral History organized a Westside tour and panel discussion for the Clark County School district.
- Created and held the "Moulin Rouge Think Tank" regarding the future of the Historic Westside.
- Launched major oral history project in association with UNR oral history program on Civil Rights in Nevada.
- Continue building a major Gay-Lesbian archives and oral history collections.
- Director of Oral History Research Center is Co-Founder and historian, Las Vegas Black Historical Society, Inc and Chair of the national Oral History Association's Diversity Committee.

University Libraries Educational Programs

Central to the Libraries mission and vision is to help the campus ensure that it graduates information literate students capable of functioning in this century's global economy, and with the ability to navigate the information rich world for their current and future needs. The libraries strive to place collections and services at the heart of learning (for all users, students, faculty, and community). The Libraries contributes to student learning through curriculum integration of information literacy learning outcomes, through co-curricular programs and services, and through faculty development and campus partnerships to influence the way learning environments are created.

- Library faculty and administrators provided leadership in important ways in various educational initiatives on campus: two librarians served on the general education Committee, one on the Assessment Committee, and three on the Committee on the Culture of Teaching and Learning.
- The Committee on the Culture of Teaching and Learning, chaired by the Libraries dean and with participation of three other library faculty, undertook several major projects in 2008: Capstone symposium in the spring with 120 faculty in attendance; the review of TLC including a faculty survey, focus groups, and analysis and interviews with other centers; two fall campus events with more than 90 faculty at each, on general education learning outcomes and the first year experience initiative.
- Dean responsible for the agenda, program and UNLV hosting of the western regional meeting of the Reinvention Center, attended by 50 senior administrators from research universities in the west. Created the program on the topic "Incorporating the Real World into the Undergraduate Curriculum in the Research University" in order to align the program with UNLV planning.
- Library faculty and staff taught 900 instruction sessions (an increase of 21%), attended by 16,341 students, faculty and staff (an increase of 14%)
- An information literacy/critical thinking component was built into several gateway courses: Science 101, Communications 101 and Education 280 (first class for majors).
- Offered five workshops through the Teaching and Learning Center on plagiarism prevention, course redesign, and scholarly communication. Also taught in TLC for the Graduate Student Teaching Certificate program.
- Participated in the new faculty orientation, new student orientation, graduate student orientation, international student orientation, and more. Also offered a Faculty and Graduate Student Seminar Series on topics such as RefWorks, RSS feeds, Finding Grant Funding, advanced searching and specialized resources.
- Library liaisons created Subject Guides corresponding to every academic department, a one-stop shopping place to start for finding and linking to books, journals, articles and databases, and incorporating web 2.0 features such as chat widgets, blogs, rss feeds, and more.
- The Special Collections department provided classes for Honors College, History, Women's Studies, Architecture and English.
- Director of the Gaming Research Center developed and taught a new course on the History of Gaming
- Administered the ETS Iskills instrument to 452 students, including those enrolled in Honors 105 and Sci 101 and all library student employees. Results provided feedback directly to students so that they can elect to participate in interventions (workshops, consultations.) Failed in attempts to administer through the Academic Success Center.
- In year three of the Libraries Undergraduate Peer Research Coaches Program, we secured a commitment of $1 million to endow the program and our first student graduated. In addition to routine participation in Live Chat reference and onsite assistance in library instruction classes and on the reference desk, the Peer Coaches themselves have begun to launch programs to further help UNLV students: started the "Smart Cart" to promote the libraries and provide referrals and assistance around campus from a push cart; developed and offered workshops through the Academic Success Center; developed and prepared promotion materials to launch the 2009 "Rebel Research" program (half hour appointments for peer research assistance and referral.)
- The Libraries Award for Undergraduate Research was offered for the second time. The Libraries signed the MOU for a $200,000 commitment to endow and name the Award.
- The Libraries continued to offer the Hal K. Rothman Doctoral History Graduate Fellowship in collaboration with the History Department

- Six international scholars received fellowships from the Center for Gaming Research to use library gaming collections for research and scholarship. Each also gave a public lecture on their work. We have just started podcasting those lectures.
- Special Collections partnered with Entertainment Engineering on a research project for students from Italy to use library special collections to create "Re-Living Las Vegas, an Online Exhibit."

Research and Scholarship

External Funding
- Receive in 2008 $95,000 grant for a digital library project titled Las Vegas Boomtown Years. This was the first LSTA grant for which the UNLV Libraries have applied.
- Submitted another LSTA grant for $50,000 to digitize the Menu collection – funding expected in 2009.

National Recognition
- Hosted more than 32 visits to the UNLV Libraries from local, national, and international groups, including: community members (library prospects and potential Board members; community groups and associations; and librarians and other higher education professionals interested in our building, technology applications, or information literacy expertise.
- UNLV Libraries hosted a 2008 national meeting on library instruction conference: Loex of the West (more than 250 participants from around the world)
- Greater Western Libraries Association invites UNLV to become a member, after a year-long review including two site visits. UNLV is only one of 5 members that is not a "research university library" as designated by the Association of Research Libraries.
- Dean is an internationally recognized expert in the area of 21st century literacies – and forging campus collaborations to advance student learning. In 2008 she continued her work with the Reinvention Center (research universities focus on undergraduate education) and AAC&U (on faculty of the Greater Expectations Institute.)
- Library faculty wrote 16 articles in peer reviewed journals; 7 book chapters, made 29 presentations at professional conferences; held 16 leadership positions on professional committees from various associations and served on five editorial boards of journals. (incomplete data – working on method for systematic data collection)

Areas to Invest
- Collections that are part of the research and teaching infrastructure of the campus and that reflect the results of the Focus planning activities.
- Projects that support the discovery, use, and assessment of collections so that the large investment is well spent and makes an impact.
- Projects that support campus educational initiatives, especially those emphasizing student success, development of universal learning outcomes, and curriculum improvement.
- Acquisition of physical collections that document Las Vegas and Southern Nevada.
- Library technology infrastructure to support access to and delivery of content and services.

Areas to Cut
- Collections should continue to emphasize access over ownership and electronic over print. (the libraries have not requested inflation for monographs in several years)
- Data collection, user survey, and other assessments should continuously inform the structuring of the most cost effective and high impact services (e.g., chat reference via IM morphing to text messaging.)
- Events programming for the community is being carefully evaluated for return on investment and will be scaled back as we investigate.

Development

- Total value of gifts and pledges to the Libraries in 2008 was $642,269, with $503,437 of the total coming from gifts-in-kind.
- Planned gift commitments total $2,035,000 in 2008.
- Total number of donors grew from 52 in 2007 to 130 in 2008.
- Conducted Libraries first direct mail campaign, designed to attract new annual donors and to enhance awareness of the Libraries throughout the Las Vegas community. The completed "Share Your Place in the Sun" direct mail piece was mailed to 17,516 alumni and friends at the end of November, 2008. By year-end, 75 gifts totaling $5840 were received. This represents a .05 percent return on the mailing, which is considered a strong result from an essentially cold mailing list. The importance is not the money, but the number of new donors. Further analysis of the responses is underway.
- Hosted Dean's Associates event in Lied Library with over 130 attendees.
- Hosted Retiree's lunch to cultivate retired library employees.

Community Relations

- Designed and managed 13 events, bringing more than 700 people into the Libraries
- Worked in and with the community to collect oral histories documenting the region. Projects include: Historic John S. Park Neighborhood (funded by the Las Vegas Bicentennial Commission), Blue Diamond History Committee, Las Vegas Junior League, Heart to Heart (Health Professionals), All That Jazz (popular musicians), Civil Rights in Las Vegas, Early Las Vegas, Gaming Industry.
- Collections received from the community that document the community include: Architect Homer Rissman and the 1957 Hacienda Hotel; Nevada Historic Preservation Office; International Food Service Executives Association; Germans in Las Vegas oral interview tapes; Southern Nevada Community Concerts; Central Credit, Inc.
- Architecture Studies Library continue active relationship with Las Vegas and Nevada American Institute of Architects: publish a monthly news column in its newsletter; receive the annual design award competition archive; serve on the Architecture Las Vegas editorial Board; serve as venue for Klai Juba Lecture series as well as several Las Vegas AIA meetings.
- Curriculum Materials Library partnered on two professional development workshops for literacy educators in the community, and hosted four author presentations.
- Nevada Test Site Oral History Project was publicly launched in April 2008 with a reception of 185 community members and remarks by Shelley Berkely . This was a grant-funded, collaborative project with the UNLV Department of History.
- Partnered to digitize materials from the State Museum, Clark County Museum, and Mormon Fort Historic Site (as well as our own) to create the digital project "Southern Nevada: the Boom Years" funded by LSTA.
- Initiated new outreach program to various local senior groups and senior living communities. *Las Ventanas* Senior Living Retirement Community was the site of the first two presentations for residents.
- Director of Center for Gaming Research had frequent guest lectures and interviews in the community, with business and media.
- Two feature stories in *Review Journal* and one in *Neighborhood Views*.

Challenges
- Inflation funding: for every year that the libraries does not receive inflation funds, we lose 8-10% in buying power and must cut serial collections (or monograph base) by approximately $390,000. Over the three years from FY 09 – 11 the total would be $1.2 million.
- 17 Vacant positions. The highly specialized nature of library work makes our work mostly non-transferable. The Libraries had already frozen positions to meet expected budget reductions when we were hard hit with 7 VSIPs and 3 additional resignations in one week. We will be judiciously recruiting for critical library

functions.
- Space. Internal space renovations to accommodate evolving services and user patterns are critical. The Libraries await decisions from the EVP&P to proceed with the contract with an external architect to do a plan for several projects within the Libraries.
- Ongoing maintenance involving facilities and housekeeping. The Libraries pay for much of our own facilities projects and frequently supplement housekeeping services paying from our own soft funds.

Opportunities
- Undergraduate Education Planning. Provides an opportunity to embed information literacy learning outcomes in curriculum as part of outcomes focus with other universal learning outcomes.
- Faculty development. As a result of increased focus on how we teach as much as what we teach, the Libraries continue to expand faculty/librarian collaborations through faculty development workshops and events. In the next year, we will probably make more progress by focusing only on those who want to collaborate.
- Program review should help inform the libraries collections focus as programs are identified for support or elimination/reduction.

Unit Goals and Priorities for Next Year

See attached Strategic Planning for the Libraries. Departments are currently working on actions for each of the strategic directions.