

Annual Deans Report – University Libraries January – December 2009

Management

In 2009 the Libraries operated with seven fewer staff whose positions were eliminated in July 2009. We ended the calendar year with 6 additional staff vacancies, five of which we have held vacant in order to build salary savings for one time operations revenue. Further turnover resulted in 10 new hires. As a result of the current budget environment, the Libraries made significant cuts in all three budget areas: salaries; collections; and operations. Our fiscal year differs from the calendar year, so exact numbers for reporting calendar year 2009 are difficult to determine, but for the FY ending in June 2009 we reduced: \$500,000 for salaries and operations and \$670,000 in collections base (recurring) commitments. By 2009 calendar year-end we had reduced approximately an additional \$200,000 from the collections base and are going through another review to cut an additional \$450,000.

Quantitative data from the Libraries has traditionally been collected in a fiscal year. But to accommodate requests from the Provost's Office for annual reporting from the units on a calendar year, the Libraries initiated 6 month data collection. Some numbers comparing July – December, 2009 to July-December, 2008 are as follows:

- 31% increase in use of physical resources
- 30% increase in document delivery
- 8% increase in catalog visits
- 9% increase in e-reserves access
- 16% increase in document delivery
- 3% decrease in use of facilities (after 19% increase in previous year)
- 19% decrease in number of instruction sessions (after 21% increase last year)
- 1% decrease in number of people in class instruction sessions (after 14% increase last year)

These numbers follow significant increases in all categories in the previous annual report. I would expect that we cannot continue to increase our face-to-face services, with hours of service cut as well as fewer staff available to teach instruction sessions. Despite the fact that we broke all records for number of people using Lied Library, our overall facilities use was down by 3%. This may well be due to some reduced service hours overall, and reduced hours in the Music Library.

The Libraries administered the LibQual+ user satisfaction survey for the fourth time in spring 2009. Previous administrations occurred in 2002, 2004, and 2006. This instrument is widely used by academic libraries across the country and is used as one of the major tools for benchmarking data. 1272 valid surveys were received and analyzed. Results have been posted to the public website, and planning for changes in response to survey results is underway. Perceived performance was above minimum expectation in all areas rated on the survey -- for the three populations (undergraduate, graduate, and faculty) and as a whole. This is an improvement over previous years. Ratings for general satisfaction and satisfaction with the Libraries' information literacy services are also up. Although ratings are up, several areas emerge from both the quantitative data and the qualitative comments as needing improvement. These include: noise control, need for access to equipment and group study rooms, electronic access to resources, journal runs, and an easily navigated web site.

Effectiveness and Efficiency

- After four years of difficulty recruiting for this position, made an outstanding hire for Director of Technical Services. The senior Librarian hired is also a logistics expert with experience in Six Sigma and lean manufacturing, who is leading a review of all aspects of libraries materials processing. Early

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results have already resulted in cost savings in real dollars as well as in staff retraining and reassignment.

- 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 2008-2009, 97% of respondents were somewhat satisfied or strongly satisfied (69.9% were strongly satisfied). Students rated their satisfaction for 17 items relating to educational experience, with the library getting the top rating of the 17. As stated in the report of the results: "Graduating seniors were most satisfied with the quality of library services." Alumni also rate their satisfaction with the library highly. Of the 16 items they rated in a summer 2009 survey, the library rated 6th. However, by year end, faculty have started to become more vocal about the latest round of cuts to collections.
- Initiated planning process to consolidate service desks in order to reduce number of simultaneous service points needed for coverage. This action will require some facilities work in 2010.
- Designed and implemented comprehensive training program in order to facilitate staff reassignment as needed from rapid turnover and loss of positions.
- Developed new strategic plan for biennium, a libraries wide consensus document, completely aligned with the campus strategic plan, and designating action owners, utilizing an evaluation framework for the Libraries.
- Continued deployment of virtualization software to consolidate servers, save server room space, increase efficiency for HVAC, and expand remote monitoring for server administration.
- Continued refinement of new Data Matrix created last year; created in-house database for data collection and reporting for many of the data elements identified in the matrix. Initiated 6 month reporting to facilitate requests for information on both annual and fiscal year cycles.
- Cut monographs acquisitions by 50% in order to preserve access to higher use serials.
- Deployed many new systems projects to improve efficiency and effectiveness, improve service and save staff time, including:
 - Virtual Servers for quicker recovery
 - 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 circulation desk processing of new students; saves the students time as well.
 - Automated Backup Routines, including offsite systems administration

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- 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

- Working with Planning and Construction and architectural firm of Lucchesi Gulati on several critical space needs, including: staff, storage, and user areas. Design work with initial costs is expected to be completed in early 2010. Space to store and process special collections is especially critical, as is a need to expand systems space, and consolidate service desks.
- Libraries website and catalog continued upgrading to web 2.0 platform – to improve discovery and incorporate social networking features.
- Began using podcasting to provide further access to the Gaming Research Center public lectures. Currently, there are eleven podcasts available via the Libraries’ website.
- Digital Commons software from Berkeley Electronic press (BePress) was purchased and installed; used to host and provide access to new open access electronic journal publications from various disciplines across the UNLV campus. Potential other early use activities include publishing of conference proceedings and local hosting of electronic theses and dissertations.
- Senior Library Faculty member specifically focusing on liaison work for Urban Sustainability Initiative (USI) was recruited and hired. In addition to managing the institutional repository, this librarian will partner with faculty associated with the USI, and will identify and bring in local collections related to urban sustainability.
- Basic library services were expanded to be offered over mobile devices. Library users can use their preferred mobile device for reference assistance.
- Began using the Labstats software, a new interface which allows library users at a free standing kiosk and online to easily see where there are unoccupied computers available throughout the library.
- Libraries provided leadership in the establishment and training for the new campus Welcome Zone.
- Launched a library-wide “Re-Visioning” process in early 2009 that focuses on “discovery.” Activities and accomplishments include: a discovery task force investigating vendor options for next generation user interface for libraries with recommendations expected in 2010; staff development to raise awareness and initiate change in materials processing areas of libraries; “Discovery Mini-Conference” whereby staff researched and presented on various aspects of next generation applications related to discovery tools.
- Created a Training Task Force that completed its work to design and implement a training program in 2010 for all levels of staff, especially Middle Managers. Major topics include: inter-personal and organizational communication; employee engagement; conflict resolution; change management; time management; customer service training; running meetings; leadership development; and managing without authority.
- Libraries External Relations designed and produced 216 individual job compared to 166 jobs in 2008. Most jobs were produced internally and included templates, flyers, posters, plasma screen images, signs, maps, floor plans, ads, time schedules, ballots and agendas.
- Initiated and managed over 600 individual work orders in ongoing facilities and maintenance projects for the Libraries, in all areas such electrical, lighting, security, safety, flooring, plumbing, leaks, office moves, signs and landscaping.

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College Climate & Culture

- Held three all-staff meetings (budget; campus education reform and libraries role; and a Directors round robin of initiatives.)
- Held two “Patter with Patty” brown bag lunch meetings on topics selected by the Library Faculty Professional Development Committee (i.e., library faculty scholarship, and grantsmanship)
- 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 formal and informal assessment techniques, and intense analysis and follow up on 2009 LibQual+ results (nationally benchmarked library user satisfaction survey).

Diversity & 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 two students graduated in 2009 and two new students will be selected in 2010.
- 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 library 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.
- 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.
- Started an Oral History research project on the Las Vegas Latino community.

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.

In addition to serving as liaisons to academic colleges and programs, library faculty continue to step up to leadership roles on education projects across campus:

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- Special Assistant to the Dean was reassigned half time to the office of the Executive Vice President and Provost in order to provide much-needed support for general education reform
 - Two librarians served on the General Education Committee, two on the Assessment Committee, and one on the search committee for the VPUE.
 - Director of User Services led effort to design training for staff across campus at designated “welcome zones.”
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- Through funding from Libraries Deans Associates (donors), partnered with colleagues across campus to design and offer the *Faculty Institute on Research based Learning for High Impact Courses*. The planning committee includes partners from various academic support areas that report to the EVP&P and the institute curriculum is designed to develop a faculty cohort of change agents. Members of the initial cohort who attended the January 2010 Institute all teach very high impact, lower division courses and were partnered with library faculty to ensure ongoing support of research-based learning. If the Institute is successful at creating transformational experiences for faculty, future Institutes will be developed. There have already been requests from Business and Hotel for customized institutes, and from other faculty to hold another general institute.
 - iCritical Thinking, the new name for the Education Testing Service (ETS) iSkills instrument, was administered to almost 300 freshmen enrolled in Science 101. The Libraries Assessment Librarian worked with ETS to provide feedback on test design, report structure, and technology administration, as we beta tested the new version of the test after ETS partnered with Certipoint. This instrument provides baseline performance data for students in critical thinking in a digital environment. The report from almost two years of work was written and shared with ACC. Further partnerships for administration of iCritical Thinking within academic programs are being developed as are interventions to help students develop the needed skills.
 - Implemented new program to provide summer fellowships to graduate students to help extend their stipends and to partner them with library faculty on instruction projects. Had 3 fellowships this first year, two from the history department and one from Chemistry. Fellows worked for library faculty to investigate student learning needs, develop online learning materials, and investigate opportunities to integrate information literacy into high impact courses.
 - Taught, in total, 705 library class sessions to 17,908 students.
 - 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.
 - In year four of the Libraries Undergraduate Peer Research Coaches Program, we graduated our first two peer coaches and are prepared to select two new ones in 2010.
 - The Libraries Award for Undergraduate Research was offered for third time. The Libraries are more aggressively promoting this award through faculty as an opportunity to support undergraduate research-based learning.
 - The Libraries continued to offer the Hal K. Rothman Doctoral History Graduate Fellowship in collaboration with the History Department.
 - The Center for Gaming Research funded two research fellows to work onsite, using

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library collections for research and scholarship. Each also gave a public lecture on their work which were also podcast.

- Began to build a strong working relationship with the Athletics Department. In addition to offering library skills sessions in the athletic study hall, a joint Libraries/Athletics promotional campaign to promote student athletes is under development.

Research and Scholarship

External Funding

- *Southern Nevada: The Boomtown Years*, a new digital collection, was launched in May 2009. Funded in large part by a \$99,000 LSTA grant, it contains nearly 4000 digitized items, and is the result of collaboration between UNLV, the Nevada State Museum, and the Clark County Heritage Museum. Included are a wide variety of standards-based teaching activities for elementary and high school students.
- \$50,000 grant received for *Art of Dining*, a project to digitize a portion of the UNLV Libraries historical collection of 19th and 20th century menus.
- We continue to raise the bar on grant writing in the Libraries. Librarians authored several grants this year:
 - Co-investigator on an NIH challenge grant for dental students “Integration of information literacy technologies with evidence-based practice.”
 - Co-investigator on an HHMI Experimental grant to assess biology students information literacy and design most effective interventions for developing those learning outcomes.
 - Primary Investigator on an LSTA grant to locate and digitize current and historical materials related to water management in Southern Nevada.
 - Formed a project team to work with History department on an NEH grant in 2010.

National Recognition

- Hosted more than 13 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.
- Library faculty wrote 16 journal articles and 7 book chapters; made 41 presentations at professional conferences; held 23 leadership positions on professional committees from various associations and served on six editorial boards of journals.
- UNLV Libraries continued as one of the original five North American development partners for SCOPUS, a very important scholarly database of full text journal articles, available from Elsevier.
- In 2008, after a year-long review, UNLV Libraries were invited into the Greater Western Library Alliance (GWLA), an exclusive membership group of 40 research libraries. UNLV Libraries is only one of five library members at institutions that are not top tier Carnegie classed research universities. This year, several library staff stepped into leadership roles within the committee structure of GWLA, including the Dean as a member of the Strategic Planning Committee.

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- Stemming from the Libraries Re-Visioning process, a special issue of the journal Information Technology and Libraries (ITAL) was published in December, 2009, focusing on UNLV Libraries and with every article written by UNLV library faculty.
- As part of the creation of the Boomtown digital library project, library programmers authored two new tools that are receiving attention in the field: DM Monacle and DM bridge are two unique applications that enhance the infrastructure of the Libraries' CONTENTdm hosted digital collections. Both applications have already been implemented within two of the Libraries' published digital collections.
- The Director of the Gaming Research Center continues to attract national and international attention to the center's work as well as his own scholarly recognition as a gaming expert with 81 newspaper/magazine interviews and 31 TV/Radio interviews.
- Dean continued as an international expert in information literacy with an opening keynote presentation at a UK national conference, a plenary session at an AAC&U General Education and Assessment conference, and as a consultant with the Association of American Colleges and Universities for their Greater Expectations Institute.

Areas to Invest

- The Libraries need to hold onto its salary and other self supporting budget savings in order to purchase equipment and pay for facilities costs. Operations budget has been supplemented for a decade by Provost funds and the only way to maintain is to self support from other areas of budget. Facilities renovations are needed to meet critical demand for: special collections shelving and processing; consolidation of service desks; systems office space.
- Monographs budget continues to be eroded by inflation rate to maintain serials. In past two years the Libraries has cut monograph purchasing by 50%. At some point we will be out of money to purchase monographs and have no money to maintain inflation on serials and will need to continue to cut serials. Total collections cuts in past two years equals about \$1.2 million. We will need to invest in collections that are part of the research and teaching infrastructure of the campus and that reflect the results of the JET program review processes.
- Projects that support the discovery, use, and assessment of collections so that the large investment is well spent.
- Projects that support campus educational initiatives, especially those emphasize research-based learning and curriculum improvement so that students develop universal learning outcomes that focus on use of library collections and resources.
- Gifts 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.
- Data collection, user survey, and other assessments should continuously inform the structuring of the most cost effective and high impact services (e.g., consolidation of service points and hours of operation).

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- Events programming will continue to be scaled back.
- Processing backlogs are being created in Special Collections, emphasizing acquisitions of unique materials and delaying their organization and cataloguing.
- Deferred maintenance on lower priority facilities requests (e.g., repair to floor in Lied which is mostly cosmetic; new furniture; some equipment upgrades that are less critical).

Development

- Total value of gifts and pledges to the Libraries in 2009 was \$1,444,220, with \$383,279 of the total coming from gifts-in-kind.
- Total number of donors in 2009 was 125.
- Conducted Libraries' second direct mail campaign at year end, designed to attract new annual donors and to enhance awareness of the Libraries throughout the Las Vegas community. The goal continues to be to increase the number of donors to the Libraries (increase the pipeline for future cultivation).
- Hosted third retiree's lunch to cultivate retired library employees.
- The annual Deans' Associates event was postponed and downsized and will be held in the spring of 2010 off campus at the home of a friend to the Libraries.

Community Relations

- Targeted and intensified outreach to the southern Nevada business community in several ways: Dean providing luncheon talks to groups (e.g., CEO/CFO Group of Las Vegas; Rotary Clubs); created special resource guide for the business community; business librarian providing one-on-one follow-up for instruction and training for business leaders; and Libraries Advisory Board (donors) selected this as one of two initiatives to focus on for next year. The purpose of this targeted outreach is to share the message about the importance of a research library in southern Nevada.
- Utilizing our strong connections with OSHER, expanded outreach to community groups and organizations such as senior living locations, Red Hatters, and other community based groups.
- Funded by the Libraries Deans Associates, hosted community events and created several projects associated with an award-winning children's and young adult author visit: provided several programs and workshops for UNLV students; coordinated with the school district to hold a contest among all of the middle schools for one school to win a visit from our author during her visit to Las Vegas; sponsored a public lecture.
- Architecture Studies Library continues active relationship with Las Vegas and Nevada American Institute of Architects (AIA): publishes a monthly news column in its newsletter; receives the annual design award competition archive; Director serves on the Architecture Las Vegas editorial Board; serves as venue for Klai Juba Lecture series as well as several Las Vegas AIA meetings.
- Continued K-12 outreach in several ways, including: Curriculum Materials Library Head visited a number of elementary schools across the valley as part of their Nevada Reading Week festivities, reading to more than 40 classes; Mason Undergraduate Peer Coaches were trained in storytelling and read-aloud skills, and volunteered to present stories to second graders at Petersen Elementary School.
- Special collections received as donations as part of our mission to document the region:
 - Oscar Goodman (papers arriving – preliminary agreement)

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- Retired Professor Jim Deacon and colleagues: environmental research and activism (*preliminary agreement*)
 - Coyote Springs Development Protest: environment
 - Las Vegas Art Museum
 - Friends of Southern Nevada Libraries
 - Kane Springs Ranch
 - Mining: Tonopah, Goldfield
 - Professor David Weide: deceased UNLV geosciences faculty
 - Aikaterine Vervilos: gaming research
 - Stephen Powell: gaming research
 - Eugene Christiansen: gaming consultant (*agreement*)
 - Johnny Haig Eschew: music
 - Burlesque Hall of Fame (*discussion*)
 - Jay Sarno: ephemera
 - Center Stage Inc.: GLBT Archives
- The Oral History Research Center completed 59 new oral histories. New projects include: history of the local NAACP in time for the national celebration of its 100th anniversary; John S Park neighborhood project; and the Civil Rights movement in Clark County.

Challenges and Opportunities

- 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 will be \$1.2 million. We already cut monographs by 50% and soon will no longer have a monograph budget to cut.
- The loss of 7 positions last year and five current vacancies has challenged us to rethink the way we do business. Processes are being reviewed and streamlined and staff reassigned. However redeploying staff requires an investment in retraining.
- Space. Internal space renovations to accommodate growing special collections and evolving services and user patterns are critical.
- Operations budget and salary savings. Libraries pay for much of our own facilities projects and frequently supplement housekeeping services paying from our own soft funds. In the past, our operations budget has been supplemented with year end funds for equipment and other needs. In order to maintain operations, Libraries must continue to maintain control over its own budget and not have salary savings taken.

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. We look forward to working with a new VPUE if someone is hired.
- 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. The Faculty Institute was a resounding success according to many of the general education faculty who participated. We have had requests to customize the Institute for two other colleges already, and to repeat it for another general Institute.

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- 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 (Strategic Plan Attached)

Submitted to Executive Vice President and Provost, Michael Bower

By Patricia Iannuzzi

February 19, 2010