

UNLV University Libraries
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Overview

UNLV Libraries continues to evolve in an effort to keep pace with the changing environment of scholarly communication and education reform for undergraduate and graduate education, and the rapidly changing technologies that influence both. In addition to research and teaching, the third prong of the Libraries' mission reflects the Carnegie elective "community engagement" for research universities, defined as follows:

Collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity...The purpose of community engagement is the partnership of college and university knowledge and resources with those of the public and private sectors to enrich scholarship, research, and creative activity; enhance curriculum, teaching and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good.

Communicating the role, expertise, value and function of a 21st century research library to our faculty, students, and broader community of stakeholders remains an ongoing challenge. The ever increasing breadth of e-resources and depth of special and digital collections in libraries, driven by our application of technology, means that the concept of "library" held by stakeholders may vary. Additionally, the space use and needs of the Libraries' stakeholders, for both physical spaces and virtual places, are changing rapidly. Small-group, large-group and individual work study space, with robust technological infrastructure, is required to accommodate the collaborative learning methods employed and encouraged by contemporary teaching and learning methods. Similarly, users expect seamless access to 24/7 digital collections and expert service.

Section I. Unit Program and Research Performance

The 2014 calendar year saw a continued shift in the UNLV Libraries model from a series of collections acquired, organized and made accessible through library specific enterprise information technology platforms, towards a refocussing on the stream of activities that surrounds the ever increasing array of formats.

UNLV Libraries collect, preserve, and make accessible:

- commercial print and electronic books and e-journals;
- open access articles,
- conferences and publications;
- audio visual and streaming media;
- primary sources in print, media, and born digital formats (e.g., hard drives and web archives);
- digital images and archives;
- audio and digital oral interviews;
- commercial, governmental and NGO data; and
- datasets alongside faculty produced scholarship.

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UNLV Libraries focuses on the processes associated with managing these collections and formats, the creation of seamless systems for users to find and use them and collaborations with instructors on giving assignments that require their use. The Libraries:

- decide what to curate/collect and how to ingest or acquire;
- engage in rights management;
- create metadata to enhance discovery;
- select, implement and maintain various, robust enterprise IT systems to help manage content;
- design user interfaces informed by usability; and
- preserve content in all its formats.

Collection development and curatorial responsibilities continue to expand to include decisions about data migration to determine which collections are transferred to another format and digital preservation, ensuring persistence of not just content but also of metadata and provenance.

In 2014, the Libraries continued work in locating funding and creating structure to migrate library collections in outdated formats that are most subject to loss of content. The Libraries reviewed and selected products to start to shift to commercial video streaming content to replace those areas of the VHS collection that supports instruction; created a structure in special collections to manage born digital formats (e.g., hard drive that came with congressional papers); raised funds and launched a project to migrate audio cassettes of oral histories to digital formats, preserving the audio, transcribing the content, digitizing the transcriptions; and started to engage in web archiving.

Rights management issues across format types and publishing sources are exploding in a sea of litigation. While librarians as a profession maintain pressure to free information so that it isn't lost to the crunching economics of commercial publishing, addressing issues such as: embedding licensed content in the learning management system; image rights for digital projects and resale; video distribution rights; federal legislation requiring deposit of faculty research generated from federal agencies to be deposited in open access repositories; and document delivery of licensed e-content.

In 2014, the Libraries intensified efforts to strengthen policies around rights management for many of its digital collections and services, including scholarship deposited into the institutional repository.

Acquisitions which already had moved from receipt of physical material to integration of digital content, has continued to expand to issues of ingesting data and linking records across platforms.

In 2014, the libraries expanded the infrastructure and services for patron driven acquisitions (PDA) for monographs, creating a seamless process for faculty to request books on demand.

Traditional cataloguing, long since morphed into metadata schema to create robust digital collections that can be harvested into larger aggregates, is now pushing new boundaries through linked data schema as a backbone to more robust searching.

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In 2014, UNLV Libraries took the national stage for its work on converting fixed data into linked data structures to provide new methods of discovery and access for information.

Traditional library technology selection and deployment processes of conducting an environmental scan, writing the RFP and purchasing one of a handful of integrated library platforms for local or third party hosting, has transformed into cloud based, web scale, library management systems with cross platform interoperability for seamless discovery and access, oftentimes incorporating open source components.

In 2014, the Libraries purchased and deployed ArchivesSpace, a new platform to process and manage special collections. A new department was created and staff hired, including five graduate student fellows, who made available over 400 feet of new archival acquisitions to researchers and improved the online discovery of almost 250 collections. Additionally, 2014 saw the charging of a working group to conduct an environmental scan and investigate the marketplace in an effort to develop the criteria for the next generation, cloud based, library services platform, for which the Libraries is currently drafting an RFP.

While the preceding paragraphs relate to the infrastructure surrounding the traditional role of libraries to collect, organize, preserve, and make information available. It is the extensive efforts beyond the core functions of collecting and making information available that are *connecting* users to the world of information. It makes little sense to spend millions of dollars each year to select, ingest, store, link and expose and make information available, if it is not **used** to advance learning and research. Therefore, it is the Libraries' responsibility to ensure that faculty know how to place these collections at the center of student learning, how to place them within curriculum and how to provide students the intellectual skill of navigating the information environment in order to become lifelong, critical consumers of information. It is equally important that the Libraries work with faculty to help them remain current with the rapid changes in information production and scholarly communication lifecycles so that they can maintain connections to the intellectual output in their fields, and be agile in navigating the information environment in new fields as their work becomes increasingly interdisciplinary.

Educational Programs

The backdrop of the UNLV educational mission drives the Libraries' decisions and strategies for programs and initiatives. The greatest challenge presented is one of connecting users with information, so that they can research effectively and make sound information choices throughout their lives. Connecting faculty is even more important, as it is through faculty that teaching is influenced and changed.

During 2014, the Libraries continued to build upon its reputation for successfully partnering with campus partners and disciplinary faculty to support student learning. This was manifested in several ways, including:

- collaborating with the Director of General Education, Chris Heavey, and Coordinator of Instructional Development and Research, Mary-Ann Winkelmes, to offer a Milestone Mini-Grant program in January and February 2014. The libraries hosted workshops

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where librarians worked with instructors to design research assignments for the Milestone courses that were implemented in fall 2014;

- collaborating with the Coordinator of Instructional Development and Research, Mary-Ann Winkelmes, to offer workshops to new faculty on best practices for assignment design, and to develop and deliver a series of four connected workshops on course redesign; and
- planning and securing funding to continue the Libraries successful Faculty Institutes on Course Redesign in support of the continued implementation of the general education curriculum. A Faculty Institute for culminating/capstone courses is being planned for 2015.

These partnerships above and the long-term interactions with faculty on assignments and courses across disciplines resulted in librarians:

- working with 546 groups of UNLV students, both undergraduate and graduate, to teach them research skills (a total of 11,919 students);
- deeply embedding Special Collections in upper division and graduate courses, requiring students to complete assignments using resources from Special Collections;
- collaborating with the UNLV History Department, the Newberry Consortium in American Indian Studies was held here with over a dozen graduate students from the US and Canada using the Katherine Spilde Papers to study American Indian gaming;
- creating 16 new research guides (LibGuides) to support students and researchers that were accessed more than 165,000 times in 2014;¹
- creating six new video tutorials, viewed 4400 times, that made a major impact on teaching practice, as the videos allowed librarians to flip the classroom and free class time for active learning. This has also allowed the Libraries to provide information literacy instruction from a distance;²
- completing a curriculum mapping in which they mapped learning outcomes to key courses in their schools or departments. Twelve instructors from Milestone Experience courses (sophomore/junior level courses) also worked with librarians to redesign course assignments and provided student work examples to librarians for assessment;
- continuing the Professional Development Certificate Program for its 100+ student employees, managed by the Student Employment Leadership Group. In 2014, there were 29 workshops offered on 19 different topics with an attendance of 322 students. Workshop topics range from effective communication skills to Microsoft PowerPoint to in-depth research skills. In 2014, 30 students applied for and received a certificate from the Professional Development Certificate Program; and
- continuing with the endowed Mason Peer Research Coach program, employing at-risk college students for their entire UNLV career until they graduate. In 2014, Peer Coaches took an active role in library instruction and integrated peer learning into the first-year

¹ Research Guides (LibGuides) [Online]. Available: <http://guides.library.unlv.edu/browse.php>

² Information literacy video tutorials [Online]. Available: <https://www.library.unlv.edu/tutorials>

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composition library program.

Planning and Assessment of Education Programs

- The Libraries assessed student work from ENG 102 final assignments, using two rubrics developed with classroom faculty and evaluated students' performance on finding and using information in academic writing. This is a longitudinal study that is now in its third year, and every year it informs our work with the first-year composition program.
- The Libraries also assessed research topics that students chose for ENG 102 research topics, evaluating the scope and feasibility of topics, as well as looking for common themes in topic choice. This has also informed our work with the instructors and graduate assistants who teach this required course.
- Librarians collaborated with classroom faculty to integrate shared library learning outcomes across many sections of First Year Seminars and increased our direct assessment of student work in those courses. Librarians were involved with assessment of student work in the College of Business first-year seminar, the Health Sciences first-year seminar, and others.

Additional Partnerships and Services

- The Libraries participated in all sessions of New and Transfer Student Orientation, providing student and parent presentations.
- The Libraries continued to partner with the Academic Success Center to provide drop-in tutoring at Lied Library.

K-12 Education

- Librarians planned and facilitated the Teacher-Librarian Institute for the Integration of Research into the K-12 Curriculum. This three-day workshop provided middle- and high-school teachers and school librarians with an opportunity to work together on research assignments to engage and challenge their students, with the support, expertise and guidance of UNLV Librarians.
- The University Libraries contributed to a University outreach program for low-income, middle-school children who excel in STEM fields. The Nevada State GEAR UP (Gaining Early Awareness and Readiness for Undergraduate Programs) program provides educational support and guidance to students and their families to increase students' likelihood of college enrollment and success, while also serving as an early recruitment tool for first-generation college students. Librarians developed and implemented an active-learning, inquiry-based activity in Lied Library for 7th and 8th grade participants in the program, with 200 students from seven middle schools participating in 2013-2014. The cohort is slated to return again in 2015.

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- The Libraries hosted two “Night at the Library” collaborative community outreach events in support of Nevada History Day programming in the Clark County Public Schools attended by middle- and high-school students, their parents and teachers.

Student Success

The Libraries are the only place on campus that contribute to student academic success in all aspects of their academic life: through direct instruction in the 500+ sessions taught on library research skills; through partnering with faculty on design of assignments, courses and curricula that integrate the analytical and critical thinking skills necessary to function in the information environment; and the intentional design of co-curricular learning experiences, whether it is through physical spaces with pedagogy of place, or virtual spaces that build connections between students and information and experts to guide them. The Libraries offer research help on demand, support self-directed learning through our information portal and online guides, and design special programming to encourage and support research and life skills such as the Calvert Award for Undergraduate Research and the Student Employee Certificate Program.

In 2014, the Libraries participated, along with the rest of campus, on the creation of a retention, progression and completion plan. Several areas were identified and the Libraries has begun gathering data to correlate with student achievement.

- A co-curricular outreach plan was created and in 2014, the Libraries collaborated with various campus groups³ and several Registered Student Organizations⁴ to offer 66 campus and library outreach events. In all, approximately 11,498 students engaged with the Libraries through these experiences.
- Planning a study to look for significant correlations between student employment in the library and participation in students’ professional development program with semester-to-semester retention and GPA.
- Leading an initiative with other libraries in the Greater Western Library Alliance (GWLA), a consortium of 35 R1 research university Libraries, to undertake a study to examine correlations between librarian interactions and the retention and grades of students in courses that include librarian interactions.
- Following trends in student self-report data from the Student Satisfaction Inventory and Senior Exit Survey to track how students rate the Libraries as important to their success.
- In 2014, UNLV participated in a national research project with ten other universities to survey alumni on information literacy related skills and activities. The results will be synthesized and disseminated in 2015.
- Study underway to examine research work of students in upper-division courses (Milestone Experiences) for levels of achievement in critical thinking and inquiry.
- A retention, progression and completion plan was completed by the Libraries in spring 2014, and library faculty have participated in campus-wide conversation about retention since that time.

³ Academic Advising, Academic Success Center, Admissions, Center for Academic Enrichment & Outreach, Consolidated Students of the University of Nevada, Las Vegas (CSUN), Graduate College, Office of Civic Engagement and Diversity and Rebel Wellness Zone

⁴ 1st Generation Club, Kappa Iota Nu – The UNLV Kinesiology Club, Rebel Athletic Training Society (RATS), Students Organizing Diversity Activities (SODA) and UNLV Spectrum

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Below is the result of a campus student survey that include statements pertaining to Libraries.

GSES 2012-2013 (reported in 2014): 1624 respondents

The 2012-2013 Graduating Senior Exit Survey once again showed students are very satisfied with the library. Of the 17 items in the question asking about satisfaction the highest rating was for the quality of library resources. 92% were satisfied or strongly satisfied. Looking at just "strongly satisfied" 58% were strongly satisfied with the quality of library resources (the highest percentage of strongly satisfied).

Concerning educational goal achievement, 96% agreed that they learned to think critically and reason; 95% agreed they could apply criteria for evaluating information and its sources.

Crosstab analyses showed that nearly 15% of graduating seniors reported spending no time using UNLV libraries, either online or in person. 25% used libraries in person 6 or more hours per week and 14% used online libraries six or more hours per week.

Research and Scholarship

This category is split into two parts: 1) library faculty research and scholarship productivity, and 2) the contributions of the UNLV Libraries on research and scholarship for faculty and students.

UNLV University Libraries Faculty Research and Scholarship

- In 2014, 40 library faculty published one book, 11 book chapters, 15 book reviews and 27 referred articles or conference proceedings. They also offered 96 presentations, 10 panels or round tables, nine professional workshops and 24 other scholarly endeavors. UNLV Libraries faculty were nationally ranked in top ten in productivity in the last study completed in 2012. Although the study has not be repeated, library faculty continue to be highly productive.
- The Center for Gaming Research (CGR) generated about 80 reports showing major trends in the gaming industry; published seven papers from International Gaming Fellows; organized 10 podcasts; published the UNLV Gaming Press's third book, Ngai Pindell and Anthony Cabot's *Regulating Land-Based Casinos: Policies, Procedures, and Economics*; and gave 405 media interviews. The CGR website had 175,859 page views, 86,934 visits and 67,528 unique visitors from all over the world. CGR hosted two public events celebrating engagement with our collections: Dr. Larry Gragg spoke about his book *Bright Light City: Las Vegas in Popular Culture*, and his upcoming biography of Benjamin "Bugsy" Siegel, and Dave Schwartz hosted a discussion with Jay Sarno's children to promote his biography, *Grandissimo : The First Emperor of Las Vegas*. In collaboration with the UNLV History Dept., CGR also hosted the Newberry Consortium in American Indian Studies with over a dozen graduate students from the US and Canada using Special Collections to study Indian gaming.
- Several library faculty were honored for their professional contributions and/or scholarship: Michelle Light, Director of Special Collections at the UNLV Libraries, was inducted as a Fellow of the Society of American Archivists (SAA). The distinction of Fellow is the highest honor bestowed on individuals by SAA and is awarded for outstanding contributions to the archives profession. David G. Schwartz, director of

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the Center for Gaming Research, recently received two awards in the Nevada Press Association's 2014 Better Newspaper contest, thanks to his work in Vegas Seven magazine. Schwartz was recognized in the categories of Best Local Column for his bi-weekly Green Felt Journal and Best Feature Story for "The Book That Tried to End Vegas," a look back on the fiftieth anniversary of the publication of Ed Reid and Ovid Demaris's The Green Felt Jungle.

- UNLV Libraries is leading a multi-institutional research project sponsored by the Greater Western Library Alliance (GWLA) to examine correlations between library interaction and various university courses and the retention and grades of students in those courses.
- The Oral History Research Center (OHRC) conducted more than 165 oral histories for projects relating to the Southern Nevada Jewish Community, the Las Vegas African American community, Copa Girls, the West Charleston Community, Early Las Vegas, and the Culinary Union. OHRC doubled its output thanks to the help of several community volunteers. It launched the digital portal for the African American Collaborative project with an "Inaugural Click" event for media and the community. OHRC also hosted a "live" oral history for a community audience with Oscar and Carolyn Goodman. This event marked the beginning of a fundraising initiative to support the migration of over 2,000 oral history audio tapes to digital formats. OHRC also worked closely with UNLV's African American Studies 433 class; students were required to collect oral histories with African American community leaders.
- The Libraries completed one grant funded project for \$100,000, applied for an LSTA grant, and was awarded three grants totaling \$416,000, including a successful NEH grant.

Contributing to Research for Faculty and Students

- The Libraries led a \$650,000 serials collection cut, but worked with the Vice President for Administration and the Executive Vice President and Provost to identify and agree upon a viable strategy moving forward, to handle the ongoing impacts of inflation. The Libraries was provided with one-time funds to cover projected FY 2014 and FY 2015 inflation costs of \$1.4 million. Then starting in the new biennium, it was agreed that an additional \$400,000 would be added to the base collections budget each year.
- Use of commercial databases and articles show a 1.5% decrease in the number of searches, but a 6% increase in the number of full text views. The number of searches for databases is 2,409,071 searches with 1,859,462 full text views at a cost of \$1.59 per search and \$2.24 per view.
- There were 2,944,633 page views of the Libraries' website (1,642,041 sessions) and physical computer logins at the libraries numbered 457,000 with 866,057 wireless logins.⁵
- In support of the increased need for data, the Libraries launched a review of commercial data products and purchased several databases of statistics for its users.
- In 2014, the Libraries obtained and delivered 14,151 items to its users via Interlibrary Loan services. This number represents an 11.7% increase in the number of items provided. Through its participation in GWLA, the Libraries participated in a new service for expedited borrowing between members of these 40 large research libraries.

⁵ UNLV Libraries' Uniform Statistics, FY 2013-2014 (.xlsx) [Online]. Available: https://www.library.unlv.edu/sites/default/files/documents/pages/fiscal_year_2013-2014_uniformstatistics.xlsx

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- In support of the University's new CoRE initiative, liaison librarians were embedded in each of the CoRE research clusters.
- Special Collections contributed to research in the following works: *Christmas in Nevada* (Caferatta), *Reno, Las Vegas, and the Strip: A Tale of Three Cities* (Moehring), *Changing the Game: Women at Work in Las Vegas, 1940-1990* (Goodwin), *Makers: Women in Nevada* (Vegas PBS documentary) and many other student papers, local newspaper and magazine articles and documentaries.
- UNLV's institutional repository, Digital Scholarship@ UNLV,⁶ created, hosted and managed by University Libraries, continues to add content from additional college departments and research centers. Content increased to 11,300 papers and during FY 2014, there were 759,539 full-text downloads, a 12% increase from 2013. The repository also hosts eight journals edited by UNLV faculty members.
- A new Libraries taskforce was charged to collect information about UNLV research practices and to analyze existing and future role of the Libraries' contribution throughout the research lifecycle.
- With expanded funding provided by the donor to the endowment, the Libraries expanded support for and awarded four student researchers with the Calvert Award for Undergraduate Research.
- The Libraries hired three graduate student information literacy fellows in summer 2014 to work on assessment projects related to library instruction and information literacy. One of the students compared the experience to taking a graduate-level class on research skills. The projects have led to one published, peer-reviewed article and one accepted presentation. Special Collections hired five graduate students in summer 2014 who helped make available over 400 feet of new archival acquisitions to researchers and improved the online discovery of almost 250 collections. Two fellows switched to MLS programs.
- The Libraries has a new, state-of-the-art space for students and faculty to meet with a librarian to get research assistance with course-related papers or assignments. Librarians meet one-on-one or with small groups to discuss focusing a research topic, identifying & evaluating sources, and searching library resources effectively. Overall, there were a total of 1864 research consultations, (in-depth transactions that last more than 20 minutes), for 2014. The total number of reference transactions, (research assistance lasting less than 20 minutes), for the same time period was 8685.
- Special Collections provided over 155 research consultations, answered over 675 reference questions and fulfilled reproduction orders for 1697 photographs.
- The Libraries continued to collaborate with the Office of Sponsored Projects to offer workshops on locating grants and funding opportunities. The Libraries also has a representative on the newly formed Grant Proposals Network, a group working to share best practices in order to increase external funding activity across campus. Additional workshops on locating grants and fellowships are also offered through the Libraries Workshop Series every semester and are open to faculty, graduates and undergraduates.

⁶ Digital Scholarship@ UNLV [Online]. Available: <http://digitalscholarship.unlv.edu/>

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- The Libraries expanded their workshop series in the fall and offered ten sessions, including new topics such as locating grants and fellowships and using oral history for scholarly research. A total of 86 students and faculty attended the workshops.
- A yearly workshop is offered for graduate students on designing effective research assignments. The Graduate Council's Professional Development Committee finalized requirements for the Graduate College's Teaching Certificate Program and has accepted an inaugural group of 19 students into the one-year program. The Libraries will be offering two workshops that will count towards the certificate. The workshops focus on designing effective research assignments and assessing inquiry and critical thinking.
- The STEM Librarian collaborated with the College of Engineering's Technical Writer to design, update and deliver workshops to faculty and graduate students addressing literature reviews, critical evaluation of information sources and citation management tools. These are part of a Technical Writing workshop series offered through the College. The librarian taught a total number of five workshops, reaching 66 students.
- The Libraries Data Team organized a highly successful Data Across the Disciplines workshop to showcase the data and statistical sources available to researchers at UNLV Libraries. The half-day event featured breakout sessions that focused on data resources for the specific disciplines of business, STEM, health sciences and social sciences. Over 50 faculty and graduate students attended.

Key initiatives that produced support and valuable outcomes for the college

- Worked on planning, budget, curriculum integration, collections, staffing and space for a UNLV Health Sciences Library to support the UNLV Medical School.
- Worked with a potential major donor for the Health Sciences Library.
- Conducted a review of the institutional repository that led to reorganization, updated policies and the creation of a new department of Digital Scholarship Strategy with a new head and a recruitment for a new digital scholarship librarian. This was an intentional move to start to build out infrastructure to further support faculty scholarship at UNLV.
- The University Libraries was invited to join the OCLC Research Partnership, a select group of research libraries working together to advance libraries contributions to faculty research, digital scholarship and data curation. This strategic move allows our local stars to shine on an international stage while helping the Libraries build capacity in new areas, in anticipation of expanded faculty research across campus.
- The Libraries has been trying for two years to collaborate on campus to build the necessary infrastructure to join the Hathi Trust, but it worked through technology challenges (building the server), policy challenges (federated identity management) and legal challenges. Nearly 100 Hathi Trust partners bring an excess of 13 million volumes of copyrighted and public domain materials to lifelong learners worldwide. In 2015, more than five centuries and 400 languages represented in the Hathi Trust repository, will now be available to the UNLV community through the Libraries web portal.
- The University Libraries facilitated UNLV participation in a national research study, federally funded and conducted by the University of Washington's Information School's Project Information Literacy (PIL) and Harvard University Berkman Center for the Study of Internet and Society. UNLV alumni were part of a national sample from ten other universities. The project investigates how relatively recent graduates put information

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literacy competencies into practice as they meet their lifelong learning needs. Results underscore the importance of specific learning outcomes and student centered course design for UNLV.

- Solidified partnership with Vegas PBS for them to work with the Libraries on capturing high quality video footage as part of the series of Digital Library projects, and for them to use the content the Libraries collect, preserve, organize and publish through our digital collections and oral histories as fodder for PBS documentaries. The project “Documenting the African American Experience in Las Vegas” was launched in 2014. Vegas PBS will be working on a documentary using this material. The Memorandum of Understanding (MOU) for this and future collaborations will be signed in 2015.
- UNLV Libraries launched an ambitious project that is both community engagement, advancement and an important archival and digital collection project. The Southern Nevada Jewish Heritage Project is detailed in the community engagement section, but included here, as it is a major, strategic project to further engage the community in conducting oral histories, collecting their materials, and involving community members throughout the project. This project is a strategic advancement project for the Libraries in its continued effort to solicit support for the Libraries.
- Another strategic community engagement project conceptualized in 2014 was the “Southern Nevada Builders Project.” Each year, the chair of the Libraries Advisory Board works with the Dean on a project which they, as a board member, support and promote. When Jen Lewis chaired the Board, her help was engaged, as well as that of Joe Kennedy and the Tiberti Family, to aggressively collect materials that document the urban growth and development from the Strip to the downtown projects and extending into residential communities. While the Libraries already owns significant collections documenting the casino and entertainment properties, the Libraries would like to expand its collections in support of urban planning and are working with Mark Fine and others to identify and preserve urban plans. Renaldo Tiberti offered to host the launch, and Board members and other friends created an invitation list of over 200 names who were then invited to hear about this collection building project, “built Las Vegas.”
- In 2014, the Libraries’ Center for Gaming Research secured support from the family of Bill Eadington to name the International Gaming Fellows in his memory, and to launch a specific fundraising initiative to endow the Fellows. The Libraries has raised more than half of what is needed to endow six Fellows.

Key Initiative: Space

The Lied Library space enhancement project continued in 2014 with the successful completion of the main level flooring replacement; the creation of a research consultation room (for a new service launched in 2014), the refinishing and re-upholstering of all the chairs in the building; and the infrastructure for new static and digital signs and way-finding. The Libraries’ four technology enhanced classrooms were also renovated, and electrical capacity was upgraded on the second floor to prepare for charging zones. The Libraries also completed a major wireless upgrade. Additionally, the Multitaction Exhibit display for the Shearing Gallery was completed and installed in 2014, in time for a spring 2015 Gallery dedication.

The Libraries advanced planning on a number of other space-related projects in various stages of implementation with architects and Planning and Construction, include:

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- furniture options specified and vetted for major furniture / charging stations overhaul of 2nd floor of Lied, as well as additional PCs on other floors;
- Architecture Studies Library furniture upgraded and the Curriculum Materials Library is in planning;
- redesign of Media Lab in planning stage;
- redesign of leisure reading space in planning stage; and
- library staff completing work on content development for digital way-finding and information kiosks with an expected final deployment by the end of summer 2015.

Decisions about public spaces are informed by user input through formal and informal surveys, observation studies and use data. It is also noteworthy that all library space projects, construction costs, equipment and furniture are self-funded through the Libraries' budget (e.g., the ASC tutoring space and the Small Business Development Center).

UNLV Libraries is committed to maintaining and continuously improving student spaces, however, in 2014, the Libraries advanced its mission through a wide array of projects staffed by temporary hires (21 Letter of Appointment (LOA) hires and one visiting faculty). ***Of these 22 hires, 14 positions were funded by three concurrent grants and other external funding sources (donor funded).*** As a result of these hires, the Libraries continues to struggle for space for staff and is currently lacking four offices for library faculty and four to six workspaces for temporary staff.

Library Faculty Development, Hire, Retention and Promotion

UNLV Libraries faced considerable staff disruption during 2014. By March, the Libraries had nine new department heads and two new Division Directors (part of the five person administrative team.) In July, one of two Associate Deans was lost, leaving five new heads without a supervisor and forcing the Dean to step into operations to manage the division of Research and Education. Out of 24 members of the middle management group (Libraries Council) 18 were hired in the past two years. By year end, three more retirements had been announced, and the Libraries had a failed search for an Associate Dean. These changes in management are mirrored throughout the organization, most notably with the nine library faculty hired within the past two years, as well as several key new hires into professional positions.

The new staff, regardless of classification, bring tremendous energy and excitement to the organization. They are bursting with enthusiasm and optimism. The change is not evolutionary, it is disruptive, in ways both good and challenging. By year-end, progress was made in forging this new middle management team, although still short two very key senior positions at the end of the year, causing considerable strain on overall organizational energy and forcing a slowdown and hold on several projects.

The Libraries staffing evolution is an outgrowth of the setbacks during the 2012 recession, when it suffered a net loss of 19 positions. In December, 2014, the Libraries had 107 filled positions and about 10 vacancies as compared to the 133 funded and filled positions in 2006. The 117 funded positions for 2014 represents several years of rebuilding. In 2014, nine academic faculty lines, three professional and two classified staff positions were recruited and filled. However, in

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2014, the Libraries lost to retirement or resignation; two faculty, five professional and two classified staff.

Also in 2014, the Libraries had two faculty achieve full professor status and two achieve promotion and tenure. Retention of our best, both library faculty and professional staff, continues to be a challenge as there are significant market drivers for the profession. At the core of a degree in library science is information science and information organization and management, layered with pedagogy and teaching skills. These are skills in high demand for our knowledge economy.

The University Libraries has a strong national reputation as a model institution, and as such, faculty are routinely in the national spotlight. During the course of a single year, dozens of other libraries request materials, advice, and presentations to their respective staff about various programs at UNLV's University Libraries. In 2014, the American Library Association held its annual conference in Las Vegas. More than 980 library colleagues attended the "UNLV Libraries Transformed" open house hosted by the Libraries to showcase its accomplishments. Survey results from attendees were overwhelmingly positive.

Due to the high skill level of the library faculty and the Libraries position in the national spotlight, many library faculty members are head hunted on a monthly basis. Even new hires have been approached by major research libraries. Some of the highly specialized and technical staff are the most marketable, and they are often the most difficult to retain and acquire. Web design and development, digital collection programming, linked data development, digital archivists, metadata specialists, instruction design librarians, multimedia librarians, and digital scholarship librarians are all in high demand, as are STEM librarians. Those recruited to UNLV Libraries contribute with the expectation that they can pave new professional pathways, lead the profession and be supported in an environment of innovation and creativity.

Climate, Culture and Morale

The *Libraries Pulse* survey for staff was administered in 2014. Responses increased from 70 in 2012 to 81 in 2014, representing 79% of the staff. Dozens of questions relating to a wide range of satisfaction, morale, communication, and management issues were collected for all levels of the organization: department heads, division directors and the dean. The results will be analyzed and compared to 2014 to inform continuous improvement. In general, staff morale is significantly improved since 2012 as evidenced by the following responses to three overarching questions:

I would recommend the UNLV Libraries to my colleagues as a great place to work. 40 in 2012, 63 (77%) in 2014 as agreeing or strongly agreeing, with 5% having no opinion and 9 disagreeing out of 81.

I am satisfied working at the UNLV Libraries. 59 in 2012, 66 (81%) in 2014 as agreeing or strongly agreeing, with 12 disagreeing out of 81 and 1% having no opinion.

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The environment at the UNLV Libraries makes me want to go above and beyond what's expected of me in my job. 33 in 2012, 57 (74%) in 2014 as agreeing or strongly agreeing, with 14 disagreeing or strongly disagreeing out of 81 and 6% having no opinion.

All things considered, the overall “pulse” of the Libraries is remarkably strong. However there are several areas that bear attention as indicators of areas for improvement, including the perceived unfair treatment of those who have worked here the longest. The flood of new hires at market salaries often stands in stark contrast to those who have experienced years of salary compression, furloughs, staffing cuts and reorganizations.

For 2015, focus will remain on hiring an Associate Dean, filling the remaining vacant positions and strengthening the relationships between those who have been here and weathered the storm and transitioning those who are new to the organization. These efforts will build an even stronger foundation for a climate of mutual respect and collaboration.

Alumni Relations and Community Engagement

The Libraries has implemented a strategy to not only increase the pipeline of donors to the University and to the Libraries, but to also help steward and cultivate ongoing donors. Overall, the number of annual gifts increased in 2014. This was in large part due to more annual appeals being targeted and launched towards different constituent groups.

- In 2014, the total number of all gifts decreased from 315 to 273, however, the total dollar amount of all gifts increased from \$298,986 to \$398,111.
- In 2014, the number of Deans Associates (DAs) remained at a high of 24 donors with an increase in annual giving from \$43,645 to \$48,195.
- The Libraries received 33 gifts totaling \$61,000 which allowed the Eadington Gaming Fellows to start an endowment.
- The Libraries saw an increase from nine major gifts in 2013 to 19 major gifts totaling \$300,000 in 2014.
- Donors provided eight gifts in-kind totaling \$49,210.

In 2014, the Libraries expanded opportunities for donors to name library spaces.

- Completed a project to laminate six study booth tables with images from Special Collections (four have already been named).
- Named one group study room.
- Created a research consultation space (awaiting a donor).
- Completed the pledge for naming the Shearing Gallery in the Goldfield Room.

Another major initiative following the completion of the Goldfield Events and Exhibits space in 2014, was the launch of a series of public events. The new space allows the Libraries to target segments of the community for intellectual and cultural events, bringing in new supporters, while cultivating and stewarding existing ones. The Libraries hosted four major events for external audiences with over 600 attendees. All new attendees have been added to contacts lists for future communications and cultivation.

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The 2014 cycle also marked the third, successful year of the Business by the Book series workshops that is marketed to members of the local community and taught by the Business Librarian. Over 80 people attended the four workshops that focused on topics such as how to research business trends and how to keep connected with social media. Feedback was very positive. Participants appreciated the opportunity to network, while learning how to access and use valuable information that will help them succeed professionally. “This was great,” wrote one participant. “I did not know I had access to all of this.” The 2015 workshop series will focus on establishing, growing and sustaining a business.

Special Collections continued to engage the community in appreciation of the region’s history. Several new collections were acquired that document the region’s archaeology, labor relations, African American population and artists and art scene. The Libraries launched the Southern Nevada Jewish Community Digital Heritage Project with an LSTA grant, and has formed four advisory boards to build community support and gather input. Meetings have been held with several Jewish synagogues, organizations and individuals to promote the project and gather materials to digitize and preserve. The Libraries also helped faculty and graduate students in UNLV’s public history program to create the exhibit, “Line in the Sand: The People, Power and Progress of the Culinary Union.” Following a successful opening night reception in Lied Library, the Culinary Union donated their extensive photographic collections to Special Collections to preserve. The Libraries also launched the Rebel Yell Digital Collection, which includes over 30,000 pages of *The Rebel Yell* from 1956 through 2010.

Unit Program and Research Goals

The Libraries’ culture is predicated upon the belief that a successful organization engages in a planning process that includes a cycle of continuous assessment, improvement and communication. Planning and evaluation is inclusive and continuous and include varied assessments as well as specialized research. In addition to a wide array of statistics, the Libraries conducts user satisfaction surveys, behavior surveys, needs assessments, focus groups, usability studies, observational studies, content analysis (e.g., syllabi) and individual interviews.

The University Libraries is nationally renowned for its culture of assessment and continuous improvement. In the last campus accreditation, two of the three commendations to the campus were directed to the Libraries, specifically for its assessment program. Unfortunately, in 2014 the Libraries lost both its Director of Assessment and its Data Analyst. These losses, along with an almost 40% turnover within the entire Libraries’ staff in the past four years, precipitated a 2014 review and update of the assessment infrastructure along with a concerted effort to educate a new group of library faculty and staff.

The Libraries launched processes to:

- update its in-house data warehouse with an up-to-date data matrix of desired elements, and frequency of collection;
- train staff on Tableau for the creation of dashboards and other data visualization tools for transparent access and interpretation;
- create policy and procedures to make clear the data and reports that are publicly accessible;

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- re-establish expectations for regular analysis of data trends that could lead to the formation of questions for further inquiry (e.g., why is there a decline in the use of physical monographs by undergraduates?); and
- conduct research on questions raised by the data gathered.

While the Libraries is preparing to review and assess the data and outcomes from its FY 2014-2015 Strategic Plan,⁷ it is also in the process of developing a new Strategic Framework for FY 2016-2017 that is informed by UNLV's five Top Tier Goals⁸ as detailed below:

- **Research, Scholarship and Creative Activity:** University Libraries contributes throughout the research lifecycle, from identification of opportunity to dissemination of results.
- **Student Achievement:** University Libraries collaborates broadly to ensure student achievement through direct instruction, partnering with faculty on assignment design and development of learning experiences outside the classroom.
- **Academic Health Center:** University Libraries will develop a next-generation Health Sciences Library incorporating state-of-the-art technology while remaining high-touch among students, faculty, practitioners and the southern Nevada community.
- **Community Partnerships:** University Libraries fosters the intellectual, cultural, and economic development of our region with collections and services that advance knowledge and scholarship about our region, support regional businesses and industries, and prepare the region's K-12 students for UNLV.
- **Infrastructure and Shared Governance:** University Libraries continues to enhance its robust infrastructure to support evolving methods of research, scholarship, and creative activity across UNLV's disciplines.

A more detailed version of the Libraries' FY 2016 - 2017 Strategic Framework is attached to this report and will be appended upon completion of the fall surveys. The new Strategic Framework remains a user centered model that follows national best practices to articulate strategic direction with actions and outcomes benefiting faculty, graduates and undergraduates, while aligning with the University's Top Tier vision, mission, goals and strategies.

III. Personal Teaching, Research, and Service Efforts

Service: Professional

- Greater Western Library Alliance (GWLA) Board Liaison to the Student Learning Task Force
- Ithaka S&R, Advisory Board for National Faculty and Student Surveys
- Project Information Literacy, Advisory Board on Study about Today's College Students: *Evolving Information and Learning Practices and Use of Academic Library Space and Services*

⁷ University Libraries Strategic Plan July 2013 – June 2015 [Online]. Available:

<https://www.library.unlv.edu/sites/default/files/documents/pages/strategicplan-07-2014.pdf>

⁸ Top Tier: Vision, Mission, Goals and Strategies [Online]. Available:

https://www.unlv.edu/sites/default/files/page_files/3/Top-Tier-Vision-Mission-Goals-and-Strategies.pdf

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- Mountain West Digital Library, Advisory Committee

Service: UNLV

- Tier One Planning Committee on Infrastructure
- UNLV IT Master Plan Committee

Service: Community

Yale Club, Nevada, President

All Ivy Club, Southern Nevada, Board

Invited Presentations

Iannuzzi, Patricia, “Transforming Learning: Libraries and Higher Education, An Armchair Interview” Committee on Institutional Cooperation, Center for Library Initiatives, Annual Conference, University of Michigan, May 23, 2014.

Iannuzzi, Patricia, “Leadership in Action,” opening plenary at California Academic and Research Libraries annual conference, San Jose, CA, April, 2014.