

Interim Executive Vice President and Provost, Nancy Rapoport asked the Deans to address the following in their annual self-report:

(1) achievements for the year; (2) how what you did fit w/i the Top Tier goals; (3) suggestions for the new provost? If you want to add a 4th section on "heads-up" issues for the next provost, that'd also be great.

The UNLV University Libraries engages in two year strategic planning for each legislative biennium in order to focus resources and align priorities with university planning. In support of the University's new Top Tier Framework, University Libraries' completed its own two year strategic plan in July, 2015 and structured it to focus the Libraries efforts within the frame of the five campus goals. Therefore, and in order to address items 1 and 2 of the EVP&P request to identify "achievements" for the year, and to show how they "fit with the Top Tier" goals, this report is structured around the Libraries Strategic Framework, which already has its five goals articulated in support of each of the campus goals.

While the Libraries Strategic Framework includes user-centered outcomes, measures and assessments which are collected over the biennium and used for the assessment report which we complete at the end of the biennium to inform new actions and the next plan, these components are omitted from this Dean's report which serves a different purpose. Also omitted is the introductory matter including vision, mission, value statements, as well as description of methods of user input as well as description of quantitative and qualitative assessment methods. It is also important to note that the Dean's annual report is required for recording achievements of the calendar year 2015. But 2015 spans two different strategic plans and two different FY biennia for the Libraries and for the campus.

Within the context of this report, italicized text presents the strategic framework goals and proposed actions while regular text documents the progress made in 2015.

Strategic Framework July 2015 – June 2017

Omitted Sections: Vision; Mission; Stakeholder input; Organizational Values; Ongoing Activities

UNLV's Top Tier Goal: Research, Scholarship and Creative Activity

UNLV will foster a climate of innovation in which faculty and students produce high quality, widely disseminated and influential research, scholarship and creative activities.

University Libraries contributes throughout the research lifecycle, from identification of opportunity to dissemination of results.

- *Strengthen investment in the Libraries' diverse and multi-format collections to enable the production of high quality, widely disseminated, and influential research, scholarship and creative activities.*
- *Optimize data discovery, interaction and reuse through services and tools.*
- *Provide integrated support of knowledge and scholarship production in the digital environment through provision of dedicated spaces, innovative tools and skilled assistance for researchers who are planning and implementing digital projects.*
- *Provide dedicated spaces, equipment, databases and training to assist researchers in identifying grant opportunities as well as interdisciplinary partners.*
- *Increase and enhance the online delivery of unique, regional primary sources to support scholarship worldwide about the region.*
- *Identify opportunities to advise and assist faculty with complex data management plans and with meeting compliance for deposit of research output, including data, findings and articles into an open access repository.*
- *Enable the dissemination, preservation and discovery of research through Digital Scholarship @ UNLV and other platforms.*
- *Provide scholarly communications assistance (bibliometrics, copyright, digital publishing, open access, grid data management, etc.) tools and training for identifying and measuring impact of journals, articles and citations.*
- *Seek an increase in the number of library grants submitted and funding received.*
- *Continue to enhance the quality and impact of the Libraries' faculty research and scholarship with a focus on improving local practice and contributing to the library profession.*
- *Develop a plan detailing the research lifecycle and how the University Libraries does and can further contribute throughout the lifecycle from identification of opportunity to dissemination of results.*

The UNLV Libraries initiated, completed, and made progress on a number of projects and initiatives that support this top tier goal.

- The Libraries are engaged in a four step, two year planning and implementation process to address research support. That process is focused on: 1) collecting information about evolving research support services needed by its clientele (faculty, graduate students, and undergraduates) and for specific disciplines; 2) identifying possible new services to meet those needs; 3) identifying organizational capacity to provide those services; and 4) reconfiguring space as needed to provide possible new services. This process is expected to be completed by the end of the biennium.
- In fall, 2015, the Libraries administered three surveys by Ithaka S+R to faculty, graduate students, and undergraduate students. Each of the surveys had a slightly different question set, but each concentrated on research practices, discovery and access, scholarly communications, and the role of the library. The response rates for each group were the highest compared to previous surveys from the UNLV Libraries: faculty response was 21% (n=1,666), graduate student response was 16% (n=3,912), and undergraduate response was 11% (n=22,310). Executive summaries and full reports are located at:

https://www.library.unlv.edu/about/library_assessment#feedback and dashboards are being created using Tableau to share with campus and to facilitate deep analysis.

- The Libraries are building an outreach and education program to facilitate campus compliance with the ‘public access to research’ mandates of large federal granting agencies. Federal agencies are beginning to finalize their plans in response to the 2013 OSTP guidelines. In summer, 2015, a letter from the AAU and APLU to senior research officers at their institutions stated the importance of the institution taking ownership of ensuring compliance.
 - The Libraries hosted a webinar from the Scholarly Publishing and Academic Resources Coalition (SPARC) Webcast on this issue and invited the campus community to attend.
 - The Libraries facilitated attendance at an executive roundtable at the Coalition of Networked Information (CNI) for UNLV Vice President for Research and the Libraries’ Director of Collections, Acquisitions, and Discovery (CAD). The invitation-only meeting included representatives from large research universities such as Carnegie Mellon, Cornell, Northwestern and the California Digital Library, and the discussion focused on institutional approaches to mandate compliance and the issues and challenges they are tackling.
 - Library staff initiated meetings with staff from UNLV’s office of sponsored programs (OSP) to identify researchers who are working on grants that have mandated sharing requirements. The Libraries will reach out to these researchers in the coming year to offer assistance with article mandate compliance by offering deposit in UNLV’s Institutional Repository (DigitalScholarship@UNLV) and to learn more about other approaches e.g. discipline specific repositories.
- As part of the Top Tier planning, the Libraries is taking the lead on investigating potential solutions for the storage, access and preservation of UNLV-produced research data. Most large federal granting agencies also now require that data produced as part of their funded research be made publicly available. In addition to accessibility, there is usually a preservation stipulation – that the data will be stored securely and preserved for a relevant period of time. These issues are expected to be addressed in the Data Management Plan (DMP) submitted by the applicant for the grant and will likely be specific to the type of research and the granting agency.
 - After analyzing the Ithaka responses, the Libraries plan to undertake an investigation of perceptions, practices and needs of UNLV faculty and key administrators around research data.
 - Concurrently the Libraries have started to assess available storage solutions, including options for partnering with the UNLV Supercomputing Center. Preliminary conversations have begun to investigate the possibility of creating an access layer for research data, leveraging the existing and robust storage and preservation infrastructure in place. Other potential solutions include using the UNLV repository, or other commercial or free services including FigShare, Open Science Framework or disciplinary repositories such as Dryad. Marrying the needs and practices of our campus with an understanding of the potential options, and the opportunities, challenges, cost and sustainability of each potential solution, will enable campus to provide “joined up” services in support the current and emerging faculty research data needs.
- The Libraries joined with 27 other research libraries (almost all Carnegie 1) on a joint purchase that will allow local deployment of the ORCID persistent identifier for researchers. As ORCID becomes increasingly used in research workflows (including in publications and grant submissions) the use of a single identifier for a researcher will ultimately enable interoperability across the multiple systems that contain information about the researcher and his/her activities and outputs. This interoperability will facilitate better tracking of not only mandate compliance but other key metrics that UNLV may wish to track and report on its research and researchers. The libraries are designing a pilot project to test use.
- The Libraries participated in the 2015 cohort of the Digital Library Federation’s e-Research Network about support for research data management activities on their home campus. The Libraries Head of Digital Scholarship and the STEM Librarian worked with the Associate Dean of Research for the College of Engineering participated in webinars, attended two national conferences on data management, and

completed a final project that articulated a roadmap to investigate the provision of research data management services for the UNLV campus.

- The Libraries implemented a UNLV instance of the DMPToolkit, building collaborations with OSP to highlight this tool and co-brand training workshops and support services that enable faculty to create effective data management plans in support of their grant applications.
- Libraries created and led a new workshop for campus faculty and graduate students on bibliometrics, including journal impact factors, author level impact and article level impact. The workshop also covered journal citation reports, Eigenfactor and the Hirsch Index. The Libraries continue to provide outreach to campus on this topic, as well as create tools for faculty to use.
- The Libraries added new data resources including *Statista* and *DataPlanet*. *Statista* database provides data on more than 85,000 topics from 18,000 data sources and *DataPlanet* provides access to more than 18.9 million data points from over 70 organizations.
- In addition, the libraries facilitated access to and training for *myresearcher.com*, a data discovery and visualization tool that contains Las Vegas and Clark County statistics alongside state and national numbers. UNLV access to this database was the result of a partnership with UNLV's CADRA (Community Advanced Data and Research Analysis) Project and Applied Analytics.
- The Libraries identified and described new positions needed to build out research support infrastructure.
- The Libraries hired a Digital Scholarship Librarian to lead further development of UNLV Libraries' institutional repository (IR), Digital Scholarship@UNLV. 2015 progress includes:
 - Worked with the College of Education and the Department of Teaching and Learning to develop plan to launch an open access journal, *Journal of Research in Technical Careers*. This journal is set to launch in 2016.
 - Worked with School of Nursing to create an open access journal, *Asian Pacific Islander Nursing Journal*, and created a guide for faculty on article processing charges.
 - Developed Memorandum of Understanding (MOU) agreements for hosting open access journals in the DigitalScholarship@UNLV
 - Added almost 1000 new items to DigitalScholarship@UNLV.
- Library faculty provided 1,846 research consultations for faculty and students in 2015, and answered more 10,728 reference questions
- Through stabilization of collections budget from inflation funding, reinstated over 1,000 journal titles that were previously cancelled, and evaluated, identified and selected over \$9,000 in new serials and over \$700,000 of one-time resources including journal backfiles, electronic book collections and research collections.

In 2015, Library faculty continued to contribute to the profession through scholarship and research.

- In 2015, forty library faculty published 2 books, edited three books, wrote 17 book chapters, 14 book reviews and 30 refereed articles or conference proceedings. They also offered 130 presentations at professional conferences. UNLV Libraries faculty were nationally ranked in top ten in productivity in the last study completed in 2012. Although the study has not been repeated, library faculty continue to be highly productive and many are recognized as national leaders.
- In 2015, library staff managed 3 grants totaling \$442,700, were awarded an additional grant for \$129,600 and submitted an additional 3 grants totaling \$481,182. The Libraries received its first grant in 2007 and since then, we continued to build increased capacity and reputation. Through the Library Faculty Professional Development Committee, infrastructure and training was further developed to increase the number of faculty who apply for grants and to expand the number of agencies and funding entities targeted.
- A number of projects were funded or submitted including:

- Awarded \$129,600 grant from the National Historical Publications and Records Commission (NHPRC) to support a two-year project to prepare three archival collections on gaming and gambling for research by preserving them and making them accessible. "America's Great Gamble: A Project to Promote the Discovery of Sources About the Expansion of Legalized Gambling Across the United States" will increase the discoverability and usability of the Katherine Spilde Papers on Tribal Gaming (1974-2012), the Eugene Christiansen Papers on Gaming (1970-2008), and the Gary Royer Papers on Gaming (1955-1996). These collections will provide new evidence and historical context surrounding the rapid expansion of casinos and legalized gambling in the United States between 1970 and 2010.
- Awarded \$32,700 grant from the Library Services & Technology Act (LSTA) for the Teacher-Librarian Institute for Integration of Research into the K-12 Curriculum. The grant generates standards-based, inquiry-driven research assignments for students by bringing teachers and librarians from Clark County School District (CCSD) together in an immersive learning experience facilitated by UNLV librarians.
- Applied for a \$99,710 grant from the Library Services and Technology Act (LSTA) to collaborate with Vegas PBS to create a documentary and K-12 curriculum guide about the African American Experience in Las Vegas. This project will use materials created from earlier grants and now available through the Libraries digital portal of oral histories and archival materials about the black experience in the region. <http://digital.library.unlv.edu/aae> (We were notified that the application received the highest rating from reviewers and funding is expected in 2016).
- Applied for a \$73,994 grant from the National Endowment for the Humanities (NEH) for *Creating Regional Authority Data for Linking*.
- In December 2014, the Libraries received a two year, \$311,000 National Endowment for the Humanities grant as part of its National Digital Newspaper Program. Libraries staff created and lead a statewide partnership to digitize 100,000 pages of historic Nevada Newspaper content published prior to 1922. To date, 40,000 pages of Nevada newspapers have been completed and are available at: <http://chroniclingamerica.loc.gov/> Staff gave two presentations at a national conference and participated in local events to highlight work.
- In 2015, UNLV Libraries applied for another NEH grant for \$307,478 to expand the newspaper project.
- In 2015, the Libraries completed and reported on the \$99,000 grant funded project received in 2014 to launch the work of the Southern Nevada Jewish Heritage Project. More information on this project is available at: <http://digital.library.unlv.edu/jewishheritage>

UNLV's Top Tier Goal: Student Achievement

UNLV will be a national leader in education and will promote excellence in teaching undergraduate, graduate and professional school students. We will recruit, retain and graduate a diverse body of motivated students through the strength of our innovative learning experiences, access to mentoring and research opportunities and our vibrant campus community. Our highly qualified master's students, doctoral students and professional students will distinguish themselves and UNLV through their contributions to research, the professions and the arts.

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.

- *Embed library instruction and other library instructional interventions throughout general education courses: first year seminars; second year seminars; and milestone and capstone courses.*
- *Create learning opportunities for faculty to partner with librarians on course and assignment design with specific focus on upper-division courses.*

- *Library liaisons contribute to graduate student success as researchers and instructors through workshops and collaborations with the Graduate College.*
 - *Expand opportunities for graduate and undergraduate students to intern in the Libraries to develop deeper research experiences and opportunities for scholarship.*
 - *Expand co-curricular programs to graduate and undergraduates in support of academic achievement, life skills and lifelong learning.*
 - *Offer specialized workshops for faculty that support research teaching and learning.*
- During 2015, the Libraries continued to build upon its reputation for successfully collaborating with campus partners and disciplinary faculty to rethink course and assignment design. Specifically, the Libraries:
- Collaborated with the Office of General Education to co-sponsor a faculty institute for Culminating Experience courses. The Culminating Experience course is the fourth and final stage of the vertically integrated General Education Program (Modeled after AAC&U Leap Initiative). Fourteen faculty from six colleges were partnered with nine library faculty to create research-based assignments with authentic assessments.
 - Collaborated with Provost Office staff to provide three workshop series for faculty on designing transparent assignments: *Research-Based Course Redesign* (offered in two semesters), and *Critical Thinking and Writing*. Each workshop series was co-facilitated with the Libraries and library faculty were partnered with participants. Series consisted of four sessions and at the end each faculty member had significantly redesigned two major assignments and two in-class activities to be more transparent for students.
 - Designed and received external funding to provide a Faculty Institute in early 2016 on incorporating primary sources from Special Collections in courses.
 - Provided direct instruction to 545 groups/classes of UNLV students — both undergraduate and graduate — to teach them research skills (a total of 13,392 students).
 - Created three new library video tutorials, and significantly updated three others based on student and instructor feedback. The video tutorials have made a major impact on teaching practice, as they have allowed librarians to flip the classroom and freed class time for active learning. This also allows us to provide information literacy instruction for our distance-education students. These video tutorials were viewed 13,981 times in 2015.

A key component of our education initiative includes planning and assessment of education programs.

- Libraries assessed student work from ENG 102 final assignments, using a rubric developed with classroom faculty. We evaluated students' performance on finding and using information in academic writing. This is a longitudinal study that is now in its fourth year, and every year it further informs our work with the first-year composition program.
- Libraries assessed student work from a small sample of Milestone Experience courses, using components of AAC&U VALUE rubrics selected by a team of librarians. The purpose of this project was to a) pilot a method for evaluating student work across multiple grade levels and disciplines, and b) gather more information about how research skills are being developed in upper-division courses. The results of this study were communicated to partners in the campus assessment office, resulting in the scheduling of a future Faculty Institute for Milestone Experience courses.
- 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 first-year seminars for the College of Business, Health Sciences, Honors, Exploring Majors, and others.
- The UNLV Libraries are working with other libraries in the Greater Western Library Alliance (GWLA), a national research library consortium. UNLV is leading a multi-institution, longitudinal study to examine correlations between library instructional interventions with student retention and progression.

UNLV Libraries is committed to intentional design of co-curricular learning experiences and has a plan with goals, activities, outcomes, and assessments specifically focused on co-curricular learning. Assessment will be reported at end of the biennium, but activities within this arena in 2015 include:

- Hosted the 2nd Annual Banned Books Buffet. This year's theme was "We Need Diverse Books" and provided participants the opportunity to sample a banned or challenged book. UNLV librarians worked with the office of Student Engagement & Diversity and the Students Organizing Diversity Activities, a student organization, to collaborate on designing an experiential activity to highlight the need for diverse book covers. Approximately 225 students attended and participated in the activities.
- As a way to celebrate LGBTQI Pride on campus and to promote unique LGBT archives in Special Collections, created and moderated a panel discussion with key members of the Las Vegas LGBTQI community, two of whom are also UNLV alumni. Approximately 65 students, faculty, staff, and members of the community attended.
- As part of our study week programming to decrease stress and improve student success, the Libraries hosted "Paws for a Study Break." More than 875 students participated in May and 1,000 in December. In addition to therapy dogs, the Libraries offered snacks and refreshments for students and the Libraries partnered with the UNLV Rebel Wellness Zone to promote their stress relief resources.
- Participated in all 18 sessions of New and Transfer Student Orientation, providing student and parent presentations, tours, and an information table; also engaged with 1,806 incoming students and their parents at the afternoon resource fair.
- Continued with the endowed Mason Peer Research Coach program, employing and mentoring at-risk college students in an endowed "peer coach" program for their entire UNLV career. In 2015 Peer Coaches took an active role in library instruction as we integrated peer learning into the first-year composition library program.

UNLV's Top Tier Goal: Academic Health Center

UNLV's School of Medicine, in collaboration with other health-related units on campus and with external partners, will foster cutting-edge research, use a creative curriculum and provide top-notch clinical programs.

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.

- *Expand Health Sciences collections to support curricular and research foci.*
- *Participate in curriculum development to embed evidence based practice into problem based learning.*
- *Hire a librarian and plan initial library services at the VA hospital.*
- *Develop the space and the technology infrastructure for initial library services.*
- *Plan an integrated Health Sciences Library in the first academic building of the Medical School for faculty, students, practitioners and the community at large.*

The UNLV Libraries has been deeply involved in the planning process for the new medical school with a primary focus on planning for library services for the SOM and for initial medical library spaces as well as an integrated health sciences library for the long term.

- Served on the medical school curriculum committee with medical school faculty and other physicians in the community to design the first curriculum for lower division medical students, ensuring that health sciences librarians are embedded in the problem-based learning cohorts and that library collections, services, and spaces are designed specifically to support the innovative new curriculum.
- Wrote the library portion for the LCME accreditation.
- Crafted the vision and profile for a new health sciences Library serving all health sciences students and faculty and broader southern Nevada community.

- Joined the American Association for Health Sciences Libraries (AAHSL) in order to secure their annual statistical analysis for health sciences libraries in the United States and used the data to inform space planning, budgeting, staffing, and collections.
- Conducted a collections analysis of existing health sciences collections in order to identify collections areas of strength and weakness, and identified a core collection needed in support of both medical school curriculum and medical research. Used this data to generate six year budget projection in order to ramp up collections staffing and services.
- Participated in planning meetings for the design of the medical school library space at Shadow Lane in order to accommodate lower division medical students.
- Engaged in intensive space planning for the interim medical school library at Shadow Lane and the second space in the 2040 Charleston location.
- Participated in early planning for the first Medical Academic building which will include a Health Sciences Library.
- Developed core and supplemental collection lists, including journals, databases and electronic book collections and explored consortial opportunities for the medical library.
- Used one-time collections funding to start adding core medical journals including the Taylor and Francis medical journal package (209 titles) and the Informa Health journal backfiles (203 titles).
- Started to investigate the use and maintenance of Medical Subject Headings (MeSH) and National Library of Medicine (NLM) call numbers in the library catalog to support the discovery of medical content in the new Health Sciences Library.
- Continued second year of cultivation of a major donor for the Health Sciences Library, including connecting him to the Medical School Dean and the President, and doing some advance planning, as directed by the President, for possible ways to accept and manage the gift (fingers still crossed).

UNLV's Top Tier Goal: Community Partnerships

UNLV will stimulate economic development and diversification in, and enrich the cultural vitality of, our community by deepening and expanding reciprocal connections with our partners and leveraging our unique strengths to collaborate locally, nationally, and internationally.

University Libraries fosters the intellectual, cultural, and economic development of the region with collections and services that advance knowledge and scholarship about the region, support regional businesses and industries, and prepare the region's K-12 students for UNLV.

- *Offer expert consultations and training in specialized library databases to regional businesses and industries to support economic innovation in southern Nevada.*
- *Develop partnerships with community leaders, the gaming industry, and regional organizations to collect oral histories, archives, and other primary sources that document their impact and activities.*
- *Provide research support, fellowships, and individual consultations to scholars across the globe interested in studying Las Vegas and southern Nevada, and to those who create new forms of scholarship or media based upon UNLV research and library collections and consultations.*
- *Foster new scholarship about gaming and southern Nevada by providing research consultations, publishing opportunities and travel fellowships to scholars around the globe who seek access to the University Libraries specialized holdings.*
- *Compile and publish timely, accurate and comparative data about gambling and gaming industries locally, nationally, and internationally.*
- *Collaborate with regional organizations and institutions to engage communities in discovering, discussing, studying, and preserving regional history and related issues of concern.*
- *Continue programming with Clark County School District teachers and librarians to assist them in preparing K-12 students for academic success at a research university.*

- *Create intellectual and cultural exhibits and events to educate and entertain the UNLV campus and the broader community.*
- *Continue to develop national and international partnerships with other research libraries and the library information industry.*

As the only research library in southern Nevada, the UNLV Libraries:

- Continued its Business by the Book series, offering four hands-on workshops that reached 95 members of the local business community – *Start Your Business; Get Your Business Online; Grow Your Business; and Protect Your Business*
- Planned and facilitated the grant-funded Teacher-Librarian Institute for the Integration of Research into the K-12 Curriculum, a three-day workshop that provided K-12 teachers and librarians with an opportunity to work together on research assignments to engage and challenge their students, with the support and expertise of UNLV Librarians to guide them.

The Center for Gaming Research continues to be a resource for the international gaming community. Annual highlights include:

- Published 52 statistical reports about gaming in Nevada and the US. The reports had 30,524 views.
- Conducted 19 oral histories about the gaming industry.
- Gave 9 talks in various community venues about gaming history.
- Hosted 8 Eadington fellows from other universities who conducted research, wrote papers, and gave public lectures:
 - Danielle Seid - "Forgotten Femmes, Forgotten War: The Kim Sisters' Dis-Appearance from American Screen and Scene"
 - Jonathan Cohen - "'This Could Be Your Ticket Out!': Social Mobility in the Age of Jackpot Capitalism"
 - Alex Kupfer - "The Biggest Game on TV: Benny Binion, the WSOP, and the Nostalgic Construction of Poker's Past"
 - Monica Steinberg - "Engagements with Chance and Risk: Los Angeles-based artists looking to Las Vegas in the Post-War Era"
 - Celeste Chamberland - "An Enchanting Witchcraft: Masculinity, Melancholy, and the Pathology of Gaming in Early Modern London"
 - John Hunt - "Betting on the Triple Crown: Wagering on Papal Elections in Renaissance Rome"
 - Laurie Arnold - "Indian Gaming, American Anxiety"
 - Catherine Borg - "Scouted: An Inadvertent Archive from the Search for a Cinematic Vegas"

The Oral History Research Center continues its highly respected program. Annual highlights include:

- Collected 99 oral histories and filmed 4 roundtable discussions (Vegas PBS is our partner).
- Converted and transcribed more than 750 cassette tapes to digital format (conducted fundraising initiative just for Oral History Research Center tape conversion project).
- Gave presentations and workshops in 35 different community venues relating to oral and regional history.

Special Collections activities during 2015 highlight active documentation of the region's history, continued growth of collections, and showcase programs and exhibits that capture and convey the significant historical and cultural record of the city, state, and region.

- Continued to work on the Southern Nevada Jewish Heritage Project. As part of the externally funded project, staff completed more than 70 oral histories and roundtable discussions; digitized over 40 older oral histories; acquired over 20 archival collections from individuals, temples, and organizations; wrote over 125 biographies; scanned over 9,000 pages and cataloged almost 300 complex digital objects for online access; digitized thousands of pages of the Las Vegas Israelite; interacted with over 30 community project advisors and made multiple community presentations; and launched the web portal at <http://digital.library.unlv.edu/jewishheritage>. The LSTA grant funded period ended June 30, 2015.
- Acquired over 75 new or additions to archival collections to document the history of the Southern Nevada region and to support primary research in this area. Examples of new collections include the Riviera Hotel and Casino records, the Mark Fine papers, the Culinary Union photographs, the Las Vegas Urban Chamber of Commerce records, Temple Beth Sholom records, the Tonopah Mining Company records, the Archaeo-Nevada Society, Sperling Kronberg Mack Holocaust Resource Center records, the Vista Group records, the Richard Wiley papers, Nevada CURE records, Desert Sculptors Association records.
- Hosted more than two dozen visits and tours of special and digital collections, including visits from Gaming corporations (e.g., Wynn); contractors and builders (e.g., Howard Hughes); community groups (e.g., Jewish Federation Organizations; cultural partners (e.g., Neon Museum); and many others.
- 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 over 100 middle- and high-school students, their parents, and teachers.
- Hosted two exhibits, opening receptions and programs with more than 400 attendees: 1) “Line in the Sand: The People, Power, and Progress of the Culinary Union” an exhibit and opening reception in collaboration with the Culinary Union and the UNLV Public History Program, and “The French Connection: ‘Lido de Paris’ and ‘Folies Bergere in Las Vegas” an exhibit, opening reception and program about the history of the Showgirl in Las Vegas.

UNLV’s Top Tier Goal: Infrastructure and Shared Governance

UNLV will continually develop and leverage the conditions necessary for its success, which include an effective organizational structure, state-of-the-art infrastructure, a service oriented culture, meaningful faculty engagement in shared governance, and the capacity for informed decision-making and informed risk-taking.

University Libraries continues to enhance its robust infrastructure to support evolving methods of research, scholarship, and creative activity across UNLV’s disciplines.

- *Strengthen investment in Libraries’ IT infrastructure to deliver on its fundamental mission to ingest, describe, organize, manage rights, preserve and provide seamless discovery and robust access to all its evolving collections; print, electronic and media.*
- *Respond to user demands for services through assessment and refinement of existing library portals, platforms and virtual services, and in applying appropriate new technologies and tools that are informed by user preferences and focused on research, academic success and lifelong learning.*
- *Create new and engaging methods for integrated support of research.*
- *Recruit, develop and retain diverse library staff who share the Libraries’ values and create a climate typified by diversity and inclusion.*
- *Implement a cloud based Library Services Platform to replace existing Integrated Library System for the Libraries.*
- *Improve public spaces to accommodate variety in group and individual learning needs.*
- *Address staff space challenges in Lied Library.*

- *Increase the frequency of communication with the campus and the external community to show the Libraries' value and impact.*
- *Continue to develop a pipe line of donors for annual giving and develop a management plan for major gifts.*
- *Further develop a user centered culture of assessment throughout the Libraries that incorporates both data and outcome based measures.*

Accomplishments related to infrastructure and shared governance fall into multiple areas for the Libraries and are detailed below by category.

Libraries IT Infrastructure

- After more than a year of exploring the marketplace and working with library stakeholders and UNLV colleagues, developed an RFP for a next generation, cloud-based Library Services Platform (LSP) an enterprise system associated with a majority of back-end library operations as well as a front end discovery interface for students and faculty to the Library's print and electronic collections. A highly detailed RFP document was written and submitted 7 months ago to Purchasing. It will likely be issued in early 2016.
- Deployed Summon 2.0, the most current version of the software that continues to provide library users with a single starting part for searching across the Libraries' dozens of disparate databases and catalog.
- Established ongoing procedures to reconcile the catalog's authority file with the Library of Congress/Name Authority Cooperative (LC/NACO) authority file. This work forms the foundation for future linked data integration using name and subject vocabularies. In 2015, the Libraries sent 314,178 bibliographic records for authority control processing and added or reloaded 226,013 authority records.
- Implemented ArchivesSpace, an enterprise archival collection management system that allow us to manage, create, and output information about our archival collections.
- Developed protocols to use Archive-IT to ensure historical snapshots of UNLV content will be available for future researchers; captured over 110 UNLV websites. (For example, captured the UNLV Solar Decathlon site after it won its award, and that site no longer exists on the open web, but an archived version can be found through the site. <https://archive-it.org/collections/4045>)
- Expanded production of digital conversion from hardcopy collections to digital formats, and with the introduction of born digital acquisitions, staff began hands-on investigations into standards-based digital preservation systems and workflows to ensure the stability and usability of digital assets over time, including digitally recorded oral histories, UNLV electronic thesis and dissertations, and digital donations that are part of individual and corporate records such as those from Shelley Berkley and Temple Beth Sholom.
- Ordered, received, and installed over 700 new PCs and laptops for the student environment in Lied and all the branches, replacing exiting equipment and expanding by 120 in response to student survey.
- Replaced all staff PCs and led campus in migrating to Windows 10 for the staff computing environment.
- Completed a project bringing digital wayfinding to Lied Library, with digital kiosks available from all five floors of Lied Library, as well as a mobile version.
- Replaced the forty laptops used in a very popular laptop lending program, and began circulating iPads
- Responding to student survey results and as part of the Lied Public Space Enhancement Project, introduced group study room reservation capability for some of the group study rooms
- Created federated identity management and joined the HathiTrust partnership, providing access to over thirteen million digitized titles (books and serials) to the UNLV Community
- Acquired a state of the art rapid capture camera system, which, when fully operational in 2016, will allow the library to efficiently digitize large volumes of historic photographs, manuscripts, etc.
- Introduced iPads into the Libraries teaching environment.
- As part of our commitment to helping other NSHE institutions in the south, worked intensively with CSN library staff to automate their record creation and maintenance processes (functionality which has been in

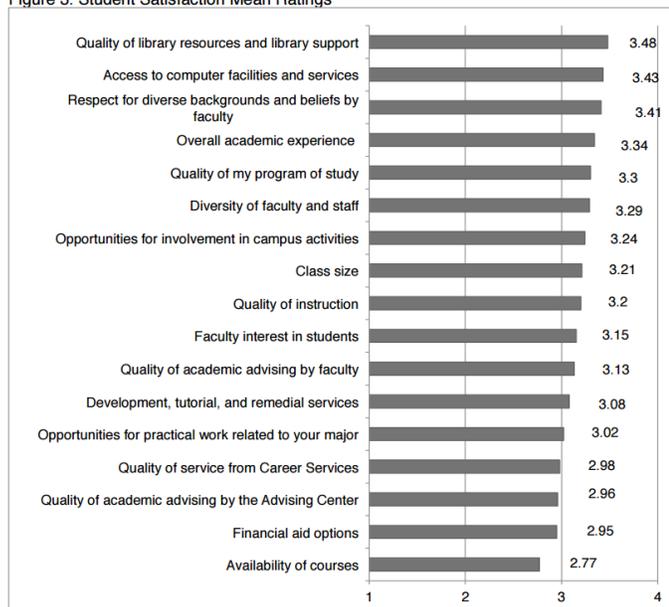
place for several years at the UNLV University Libraries). This support required working through dozens of variables from local policies, procedures, and IT environment.

- Continued support for DRI Libraries, despite significant cuts to their library staff.

Services

- Service continues to be a high priority for the Libraries. For the tenth year in a row, UNLV’s Graduating Student Exit Survey (GSES) lists the highest satisfaction with “library resources and services,” above all other campus services and experiences, including instruction.

Figure 3. Student Satisfaction Mean Ratings



Note. Items were scored on a 4 point scale where 1=Strongly Disagree and 4=Strongly Agree

During the 2015 calendar year, the Libraries:

- Recorded over 2 million facility visits and 177,361 patron contacts, in-person as well as telephone and electronic. This is an 8% increase over 2014.
- Instituted a new chat service which allows library users to rate and comment on the experience after each transaction, providing both immediate feedback not only on the quality of the customer interaction, but on desired new services or adjustments to existing programs.
- Launched an online FAQ service, designed to provide access to information on services, programs and policies in an unmediated format available to our students, faculty and staff 24/7. The product provides the availability for staff to review unsuccessful search queries and create new FAQ content in response to demonstrated needs as well as the ability of the user to rate the usefulness of the content for continuous improvement of information provided.
- Purchased and are in the process of implementing a new online scheduling service that allows library patrons the ability to view a Librarian’s availability and book a research consultation appointment in real time. This service provides for integration with our Google Apps product, offers confirmations email for both parties and streamlines communication for quick and efficient service delivery.
- Worked with OIT helpdesk to delegate permissions to selected library staff to resolve more point of need concerns for students rather than referring to another campus resource (OIT) (e.g., ACE account related issues)

- Completed planning for the implementation of new Tech Corner collection of electronic devices. Designed to support new production modes of student research, the Tech Corner provides unique, easy-to-use devices that support creativity, academic work and experimentation, and that students aren't likely to own themselves. Students can capture dynamic video with a GoPro camera, compose or play music with an iPad-compatible keyboard, explore virtual worlds with a VR headset, and more. The Library will add items to the collection based on input from users through polls and surveys. [<http://guides.library.unlv.edu/librarytc>].
- Worked with the Disability Resource Center (DRC) to enhance support for students with specialized needs which led to expansion of adaptive or assistive technology options to improve resources for students with physical and developmental needs.
 - Added specialized laptop with new software
 - Planned for an expansion of adjustable furniture and Topaz text enlarger.
 - Partnered with CSUN, OIT and the DRC to explore and coordinate additional technology support for students requiring adaptive or assistive technology across selected Library and OIT computer lab locations.

Space

It is important to note that, like OIT, the Libraries has no budget line for computer equipment replacement nor for space enhancements. All projects are initiated and managed by the Libraries with revenue generated through salary savings and other self-supporting or external sources. The current space enhancement project started in 2008 with a Lied master plan and continues to evolve in response to campus needs.

- The Libraries space enhancement project continued in 2015 with the successful completion of the Lied Library second floor public space for flexible group seating; expansion of electrical and data wiring to add 195 new accessible outlets for charging devices (AC and USB) and additional computers; new study carrels to accommodate 126 additional public computers (a 57% increase in public computing capacity); completion of named Gallery in Goldfield Room (integration of artifact with digital); launch of the digital wayfinding and signage system; refurbishment of eight unused spaces to make group study areas. In addition to the space enhancements in Lied Library, new carpet, a reconfigured service desk, and reupholstered furniture were part of the space program at the Architecture Studies Library. The Curriculum Materials Library was also renovated and technology was enhanced creating a smart classroom of the future as its primary teaching space.
- Advanced planning on a number of other space-related projects and have architects and lighting designers on contract to create:
 - expanded leisure reading area;
 - digital displays to curate content celebrating UNLV scholarship and creative activity;
 - additional charging zones; and
 - new exhibit space on first floor.

Assessment and Continuous Improvement

The Libraries has a national reputation for its culture of assessment and continuous improvement. UNLV has received commendations through regional accreditation for its libraries assessment programs. Libraries Dean chaired the national library committee to development user-centered, outcomes-based “Standards for Libraries in Higher Education” and promoted the application of those standards through strategic planning. 2015 was a big year in Libraries assessment, as the Libraries Director of Assessment retired and we were without the position for nine months until it was filled in October, 2015. Progress made in 2015 includes:

- Updated the Libraries Data Framework and transitioned from excel spreadsheets into Tableau so that staff could better create dashboards for analyzing data. The project is not yet completed, but thus far, over 900 data elements have been identified and defined and data is collected.
- Purchased and implemented Tableau and invested in training for two, key library staff so that data is readily available for all staff to be used to inform decisions and improvements.
- Purchased and implemented LibAnalytics to use as a data collection tool for service transactions.
- Worked with Ithaca S&R to administer three surveys to faculty, graduate students, and undergraduate students. Executive summaries are available on the Libraries website. Deeper analysis will be done in 2016.
- Engaged 25 library managers in examination of status of assessments for the strategic plan (crosswalking measures with existing and planned assessments in order to assure there are no gaps and to underscore shared ownership)

External Relations

If athletics is considered a front door to the community for friend-raising, then the Libraries are its front yard. Our external relations communications, exhibits, and events are specifically and strategically designed to appeal to various aspects of the community. While major gifts are few, we are successful at attracting many first time friends and donors to the university and have been successfully expanding the pipeline and moving supporters through it. We also steward and contribute to further cultivation of many of the university's largest supporters through our programs and work documenting the region. Progress in 2015 includes:

- Added three new board members to the Libraries Advisory board and increased number of Dean's Associates by 11, from 24 to 35.
- Increased number of unique donors from 273 to 374 and value of all gifts received from \$398,111 to \$414,560.
- Continued year two of careful cultivation and coordination with the President of a very significant potential gift to the university.

Human Resources

In November 2014, all library staff participated in a prioritization exercise to identify new positions needed. The Libraries has not received additional positions, but the exercise informs decisions about potential reallocation when positions are vacated. Graduate and professional education in our profession continues to change to address opportunities in the evolving technological environment, resulting in job titles and responsibilities that didn't even exist 5-10 years ago. The Libraries management team continues to review each vacant position to assess need or reallocate to evolving areas. We even eliminated our "security guard" classification and merged services into user services department in order to reallocate classified lines and salary to higher priority positions. Such strategic human resources planning ensures organizational effectiveness. Emerging needs of the institution and its constituents coupled with growth drive both increased and new needs that cannot be met with existing staff. The Libraries will need new lines in order to grow to support top tier research infrastructure needs.

- Continued to manage in spite of key staff vacancies, including two senior positions which were vacant from January – October in 2015.
- Hired seven academic faculty and six classified staff (and two professional staff scheduled to start in early 2016).

- Since the last campus Climate survey, the Libraries administers an annual “Pulse” survey to gather information about staff morale and to inform management practice, behavior, and training. Responses increased from 70 in 2012 to 81 in 2014, representing 79% of the staff to 100 in 2015 (83% response rate). 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.
 - 87 out of 96 responses strongly agree (34) or agree (53) that they “are satisfied working in the Libraries” and 8 disagree (7) or strongly disagree (1).
 - 72 out of 98 responses strongly agree (27) or agree (45) that “the environment at the UNLV Libraries makes me want to go above and beyond what’s expected of me in my job” and 26 disagree (21) or strongly disagree (5).
 - 75 out of 93 responses strongly agree (33) or agree (42) that they “would recommend the UNLV Libraries to my colleagues as a great place to work” and 18 disagree (15) or strongly disagree (3).

These responses clearly show a strong level of satisfaction and commitment in the Libraries and while the survey underscores some key areas for improvement, in general, library staff responses were very positive. It is an ongoing challenge to manage a workplace with rapidly changing expectations for most of its positions. Jobs are changing, technology is changing, tools are changing, expectations are evolving and library faculty and staff need to keep current in order to continue to be successful in primary assignment. The Libraries invests heavily in continuing education and training for all its staff.

Below is the section of the survey relating to the dean.

23. Please respond to the following statements related to the Dean, using the rating scale of strongly agree, agree, disagree, strongly disagree, or no opinion.

#	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	No opinion	Total Responses
1	I feel the Dean supports risk-taking, innovation, and creativity.	41	37	5	3	6	92
2	Quality matters to the Dean.	46	37	2	1	6	92
3	Faculty/staff input matters to the Dean.	27	39	10	4	12	92
4	My contribution to the Libraries matters to the Dean.	33	35	6	5	13	92
5	The Dean listens to a range of staff perspectives.	25	41	11	4	10	91
6	The Dean cares about expressed concerns from staff.	29	39	10	5	8	91
7	The Dean communicates regularly.	39	44	1	1	7	92
8	Staff morale matters to the Dean.	43	31	3	7	8	92
9	I trust what the Dean says.	38	38	6	3	7	92
10	The Dean inspires us to work toward a common goal.	36	36	6	1	13	92
11	The Dean inspires us to deliver great customer service.	42	33	5	2	10	92
12	The Dean is fair with all employees.	20	34	8	9	21	92

As a frame of reference, *Inside Higher Education* conducts an Annual national survey on faculty engagement, administered by Gallup. The 2015 report, “Going through the Motions? The 2015 Survey of Faculty Workplace Engagement,” reports responses in three categories: 34% of faculty are “actively engaged,” 52% of faculty are “not engaged,” and 14% of faculty are actively disengaged. The report goes on to clarify that “those who aren’t engaged still may be productive and satisfied with their jobs. But they’re not intellectually or emotionally connected to their workplace.” <https://www.insidehighered.com/news/survey/going-through-motions-2015-survey-faculty-workplace-engagement>

On the Horizon

The deans were asked to list “any heads-up issues for the next provost.” In response to that invitation, and as the campus leadership team transitions with the hire of a new Executive Vice President & Provost, multiple considerations will come into play within the context of the top tier initiatives.

Among those that are on the Libraries’ horizon are:

- The libraries collections budget requires a 7% increase every year for inflation on serials in order to avoid cancellation. Inflation funding has been built into the base for the library collections for the next four years and is funded through general improvement funds (GIF) from the increase in student tuition. UNLV Libraries dean worked with Vice President for Finance and previous Interim President to ensure that the base funding for inflation was included “off the top” of the campus base budget.
- The UNLV Medical School budget has a portion delegated to the UNLV Libraries, with budget authority delegated to Dean of Libraries. The University Libraries has significantly reduced the Health Sciences Libraries budget and delayed start up in the current biennium in order to reallocate to the Medical School funding that they desperately needed. The email documenting this action follows (and budget documents are available)

I am attaching a proposed budget for FY 16 and FY17 based on proposed expenditures and savings that can go back to the Medical School for this biennium. Included is a projected FY 18 which is based on an early ten year budget projection. Given the transition and start-up costs for the Medical School, my goal was to create as much one time savings as possible. I worked with my Collections department to project lead time needed to purchase and process collections. This attached budget scenario shows \$535,484 available for Medical School use in FY16, and an additional \$253,204 in FY 17. [email from iannuzzi to Atkinson, et al, 1/6/16]

- Rebuilding organizational capacity needs to be a priority. The libraries lost 13 positions during the economic downturn of 2010. This number represents a disproportionate cut due to the fact that the campus did not want to lay off faculty and the libraries had so many vacant positions from incentives. As UNLV raises the bar on research and productivity, the campus desperately needs to build out research infrastructure of support, and a significant part of that infrastructure in generalized centralized in research libraries. The libraries were asked to think about how they need to grow to support the campus, and what barriers stand in the way to achieving top tier status. The President noted that the college growth plans will include a portion for the college and a portion for administration to put into infrastructure, and the Libraries are part of that infrastructure. The Libraries are requesting five additional positions in order to build out support for involving scholarly communication, data management, and open access compliance now required by most federal granting agencies. (document detailing request and need is available)
- UNLV libraries became a member of the Greater Western Library Alliance (GWLA) consortium of 35 research university libraries in 2007. UNLV Libraries is one of four libraries invited into the consortium that are not associated with Carnegie Research 1 institutions. In 2007 we ranked in the middle of the membership list for collections funding and staffing, the two criteria for members. Since then, we have dropped to the bottom quartile in both metrics.