Top Tier Goal 1: Research, Scholarship, and Creative Activity
University Libraries contributes throughout the research lifecycle, from identification of opportunity to dissemination of results.

The UNLV Libraries initiated, made progress or completed a number of projects and initiatives that support this top tier goal.
- Analyzed data from the three Ithaka Surveys to inform planning for research services <https://www.library.unlv.edu/about/2015-ithaka-sr-surveys>.
- Developed an array of research services to support student and faculty work, identified through an analysis of student and faculty research needs, subject-expert librarian conversations, and studying emerging practices and spaces at academic libraries nationwide.
- Designed a pilot project to facilitate the publishing and sharing of faculty research (through persistent identifiers). The pilot will begin in 2017.
- Created a Fellows program, a two year visiting faculty appointment structured as an immersive experience for early-career librarians. The Faculty Fellows will lead initiatives to support emerging research services, such as preserving research data produced by UNLV faculty.
- Expanded collections, evaluating and selecting over $900,000 of one-time purchases, including over 1,800 journal backfiles.
- Added the bibliographic tool InCites, which enables faculty and colleges to create customized, citation-based analysis and benchmarking of their research productivity.
- Acquired many unique materials through Special Collections, including 47 archival collections, to support primary research on Southern Nevada.
- Expanded the institutional repository, Digital Scholarship@UNLV, adding 1,320 citations of faculty research (836 with full-text) which generated 986,549 user downloads (an 11% increase).
- Developed policies and procedures to host UNLV-produced journals and increase UNLV's global impact.
- Provided 885 research consultations and answered 5,937 reference questions.

In 2016, Library faculty continued to contribute to the profession through scholarship and research.
- 44 library faculty edited 2 books, wrote 3 book chapters, 14 refereed articles or conference proceedings and offered 64 presentations at professional conferences. UNLV Libraries faculty were nationally ranked top 10 in productivity in a 2012 study; they continue to be highly productive and many are recognized as national leaders.
- Over the past 10 years, the Libraries have been awarded 16 grants totaling $1.56 million. In 2016, library staff managed two grants totaling $343,770, were awarded three competitive grants for $439,316, and submitted three additional grants totaling $615,415.

Top Tier Goal 2: 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.

During 2016, the Libraries continued to build upon its reputation for successfully collaborating with campus partners and disciplinary faculty to rethink course and assignment design. Specifically:
- Partnered with 13 teaching faculty in 2 multi-day workshops to design assignments that help students develop critical thinking and inquiry skills and use library collections.
- Provided direct instruction for 633 classes of UNLV undergraduate and graduate students to teach them research skills (total of 15,673 students). Student satisfaction is extremely high; 97% of students report they are very satisfied (68%) or satisfied (29%) with instruction.

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

- Partnered with the Office of General Education and the Office of Academic Assessment to assess student work from a few Culminating Experience courses, using AAC&U VALUE rubric components. Results were included in an accreditation report for NWCCU.
- Leading a multi-institution, longitudinal study with the Greater Western Library Alliance to examine correlations between library instructional interventions and student retention. Preliminary results indicate that library instruction has a high correlation to first-year student retention.
- Implemented on-going surveys of student learning and faculty satisfaction with direct instruction in order to inform future instruction plans.
- Conducted student satisfaction survey on services and resources; 91% of undergraduates and 90% of graduates were satisfied or very satisfied with library workshops.

UNLV Libraries is committed to intentional design of co-curricular learning experiences to support UULOs such as multicultural appreciation. Related activities in 2016 included:
- Designed more than 61 individual events for co-curricular instruction and support of student success and wellness which reached over 4,800 students.
- Specifically, the "Human Library" event supported UNLV's UULO to "respond to diverse perspectives" by facilitating conversations between over 150 students and 25 "human books" (volunteer storytellers who shared their unique life experiences).

Top Tier Goal 3: 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.

The Libraries actively leveraged the excitement for a new School of Medicine to create a vision for the Health Sciences Library that is much more than a library for a new medical school. In 2016, the Libraries:
- Began building the collection for the Health Sciences Library (HSL), spending over $200,000 on new medical resources
- Hired a founding director and two health sciences librarians for the HSL.
- Worked with the new Dean and Vice Dean on an innovative medical curriculum in which library services, instructional learning outcomes, and librarians are embedded into problem-based learning cohorts. Librarians have been placed on each of the curriculum committees.
- Designed spaces for two interim health sciences libraries on the Shadow Lane campus.
- Participated in planning for the first academic medical education building, which will include a Health Sciences Library in a high profile location; and engaged in fundraising.

Top Tier Goal 4: Community Partnerships
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.

- Partnered with community groups including the Culinary Union and the Jewish Federation of Las Vegas to preserve the history of Southern Nevada. Partnered with VegasPBS to create the documentary *African Americans: The Las Vegas Experience*.
- The Center for Gaming Research continues to impact the international gaming industry, publishing 168 statistical reports on gaming, viewed by over 63,000 unique visitors.
- Provided 8 workshops for the business community through the Business by the Book workshop series, reaching 194 people with evaluations showing a very high rate of satisfaction.
- Contributed to Southern Nevada's intellectual and cultural vitality with exhibits and events, hosting over 300 people

through 13 events.
- Hosted a first folio of William Shakespeare as the only Nevada location on its national tour; received over 2,100 visitors and hosted 16 events to engage scholars, school children, and families.
- Held 23 events for 1,216 K-12 students and teachers, including National History Day, teaching workshops, and tours of exhibits and other library facilities.

Top Tier Goal 5: 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.

- Processed 288 gifts, including 35 dean's associates who increased giving by 50%.
- Continued physical improvements to Lied Library, including adding a variety of seating and charging zones to better integrate technology and a digital exhibits space to showcase student and faculty work.
- Negotiated a contract for a new Library Services Platform (LSP), Ex Libris' Alma/Primo, a cloud-based system that will provide integration across library areas. Migration will begin in 2017.
- partnered with the Disability Resource Center, CSUN, and OIT to expand campus computing for students with assistive technology and support needs.
- The Teacher Development & Resources Library (TDRL) has a new 3-year strategic plan aligned with the College of Education's needs. TDRL's physical spaces were renovated, which included creating a Teacher Preparation Lab.
- Installed a new video surveillance system to improve security and loss prevention and capture more accurate data facility use data..
- Managed computer replacement cycle for staff and public computers, deploying more than 1000 public pcs, expanding in both number and capacity for students.
- Upgraded the Cisco network to improve bandwidth and build capacity for future library content
- Deployed server version of Tableau to better manage internal data collection and reporting.

Constraints/Obstacles for Top Tier Goals
- The Libraries needs additional library faculty with specialized expertise to support research services (details in budget request).
- Student hourly rates have risen across campus and federal work study funding has decreased, resulting in the Libraries' student wage budget covering fewer student workers (see details in forthcoming budget request).
- Central UNLV's HR slow response time hampers our ability to retain staff, particularly for reclassification, conversion, and equity
- Similarly, central Purchasing's procedures are excessively lengthy and risk averse as compared to major research universities, which impacts ability to manage projects and complete projects

"Heads-Up" Issues
- Collections inflation funding runs out in two years (details in forthcoming budget request).
- 2017 migration to new integrated library system (ILS) software, Ex Libris, will be a big project for the Libraries

Goals for 2017
- The Libraries engages in biennium strategic planning and assessment aligned with the legislative session and funding. In spring 2017 we will wrap up the current strategic plan and in summer work on creating the next plan.