2015

Old Dominion University Libraries Annual Report 2014-2015

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Annual Report

2014-15

The Future Plan

This year, the University Libraries completed preparation of their Future Plan, rolling out the three final phases of an 18-month strategic planning process: Phase 5, *Strategic Goals*; Phase 6, *Operational Plan*; and Phase 7, *Individual Plans*. The Libraries' Future Plan will serve as a map, guiding the Libraries from current operations towards what they want and need to be and do. During FY2015, the Libraries' primary work was the development of a robust operational plan, and identification and assignment of actions and tasks to individuals, teams, and units along with key performance indicators to guide and measure progress.

The Libraries' goals and objectives are focused on internal organization and preparation. Analysis of current conditions and future directions, conducted within the planning process, resulted in an understanding that the Libraries' most significant contribution to the University's new Strategic Plan would be to maximize organizational effectiveness and agility. This work will prepare the Libraries to address new expectations and changing needs within the University community.

Throughout the year, the Libraries continued to fulfil their traditional service responsibilities. Collections supporting research and teaching continued to grow. Students continued coming to Perry Library, Diehn Composers Room, and Hofheimer Art Library, to use the facilities and services of the Learning Commons, study, use the physical collections, collaborate with class groups, and for many other reasons. The University community continued to use the Learning Commons conference rooms and other facilities for meetings, presentations, and workshops. The Libraries continued to teach information literacy and research resources, and to assist individuals, both in person and online.

Plan Development

During the year, the first focus for the plan was the development of the vision, mission, values, and creation of the goals.

Vision, Mission, Values

In July 2014, the Libraries' Management Team developed the following:

Vision
Recognized as one of Virginia's premier research libraries, Old Dominion University Libraries are essential partners in teaching, research, and scholarly communication through expert, flexible, and entrepreneurial staff; access to information resources; and spaces that encourage reflection, exploration, and interaction. As collaborative leaders in the facilitation of information discovery, creativity, and innovation, the Libraries empower the ODU community to provide solutions to complex, real world problems.

Mission
The Libraries enrich the academic, research, and learning experience of the University community through people, collections, and spaces.

Values
- The transformative nature of teaching, learning, research, and scholarship
- Excellence in service
- Responsible stewardship and ethical practices
- Creativity, innovation, collaboration, respect, and teamwork
- Recognition, development and empowerment of staff
- Regard for diversity of people and of ideas
- Commitment to our community
- Preservation of the scholarly record

Goals

Additionally in July 2014, the Libraries employed the knowledge gained in Phases 1-4 to create seven goals that will guide operations and development over the next five years. The goals are based on the discoveries made during last June's examination of long-range scenarios depicting extreme changes in the academic library environment.

The Future Plan's goals are:

1. <u>Promote an effective organizational environment</u>. The Libraries will facilitate organizational transparency, responsibility, and professional self-development to help staff excel in an environment of constant change. The Libraries will foster a culture of innovation, engagement, and assessment within a structure that promotes collaboration, openness, and effectiveness.

2. <u>Ensure access to the full scholarly record for the University community</u>. Through the investment in focused and local collections, especially in areas of ODU's intellectual strengths, and collaborations with other institutions, the Libraries will enrich the research environment for the Old Dominion University Community and ensure the ongoing accessibility of the comprehensive scholarly record.

3. <u>Contribute to student success</u>. In collaboration with faculty and other academic partners, the Libraries will develop programs and services that help undergraduate, graduate, and professional students excel in their academic careers and beyond.

4. <u>Provide services to support the full cycle of research and scholarly exchange</u>. Through their teaching, research, and academic services, the Libraries will foster the work of Old Dominion University researchers at every stage of the research process from idea generation through dissemination of findings and data management.

5. <u>Provide flexible and responsive physical and virtual spaces for the University community</u>. The Libraries' physical and virtual spaces will engage the ODU community in active learning, collaboration, and research.

6. <u>Build mutually beneficial relationships with the University and the Community</u>. The Libraries will engage in more partnerships and will make those partnerships more productive. These relationships will enhance the public engagement efforts of Old Dominion University.

7. <u>Develop diversified, sustainable funding</u>. The Libraries will develop innovative funding strategies and enhance promotional and marketing efforts to garner increased and diversified funding from public and private sources.

Once the Future Plan goals were identified, the Libraries formed teams to manage identification of objectives, actions, and tasks for each of the seven goals. Translating aspirational goals into tangible objectives and doable actions and tasks was challenging. Team leaders worked with the Interim University Librarian and with the Management Team to refine ideas and clarify focus. At the end of the process, the Libraries developed and allocated individual performance objectives as CY2015 work assignments. Some assignments were scheduled for implementation ahead of the launch of the plan itself, and some targeted end-of-year accomplishment.

Although the formal launch of the plan is not scheduled until the start of FY2016, the University Libraries began to review organizational structures. The plan is ready for implementation; in coming years, the University Libraries will track and report on progress achieved through its

operational actions. This year's report focuses on the year of preparation. Fiscal year 2015 was a year of preparation, a year of combining the old with readying for the new. In recognition of that reality, this report is structured according to the University Libraries' future goals and focuses on this blending.

Effective organizational environment

University Librarian Virginia O'Herron retired from her position in July 2014. Associate University Librarian for Information Resources and Technology George Fowler was appointed as Interim University Librarian. At that time, the University Libraries reorganized basic and ongoing decision-making practices. Management Team engaged in review, reflection, and evaluation of new directions, team proposals and recommendations, departmental recommendations, redefinition of staffing responsibilities, and other issues affecting all aspects of library operations.

The Team's development of vision, mission, and values statements and creation of the seven goals set the stage for continued development of evaluation, communication, and planning skills. This maturation process helps to ensure that an effective decision-making body, capable of withstanding staff transitions, remains solidly in place.

The Team prioritized recommendations on operational actions and tasks received from the Plan's Phase 6 contributors, redefined actions as appropriate, and worked together to identify and assign first year implementation actions to professional staff. It reviewed and contributed content to proposals, ideas, and problems brought before the staff. Through this process, team members have increasingly become aware of issues, work, and ideas in other units, departments, and teams and are better able to synthesize complex ideas into a cohesive whole.

Staffing

While still in the midst of operational planning, the Libraries addressed each personnel transition as an opportunity to work towards new strategic directions.

Throughout the year, the Libraries' management reviewed all position openings to examine current and competing needs for staffing. In some cases, they left the positions as they were, and in others, reassigned positions to new department and with entirely new responsibilities. In all, two positions were reassigned to new responsibilities and six remained relatively unchanged.

In June 2014, the Librarian Archivist for Music Collections resigned. This position was redefined to meet a greater need, that of a University Archivist. Currently, a formal search to fill this position is underway.

At the same time, Special Collections was elevated from unit to department status, and a department head position created with responsibility for building archival, manuscript and similar collections to support University research needs and community relationships. The position for Head of Special Collections and University Archives was opened in the summer of 2014; the search resulted with the hiring of Jessica Ritchie as of January 2015. She oversees the special and archival collections in Perry Library as well as the music special collections in the Diehn Composers Room.

The October retirement of the Collection Development Services Librarian, Pamela Morgan, presented another early opportunity to examine current responsibilities within the context of expected Plan priorities. Management Team agreed that broadening the scope of this position's responsibilities to include scholarly communications would enhance strategic collection growth while also strengthening engagement with faculty, especially for research support. It was redesigned to build awareness of and involvement in scholarly access within the University, serve as a resource on open access, copyright, and fair use, and to work closely with campus stakeholders on these and related issues. This position is currently in search status and will be a significant element in meeting the level of effectiveness implied in Goal 2.

The University Libraries redefined an existing position to increase support for the University's strategic focus on access to its scholarly record for the University, and to meet the Libraries' Goal 4 support of the cycle of research and scholarly exchange. The position of Digital Services Coordinator was redefined as Digital Initiatives Librarian, a position now responsible for creating an institutional repository with campus partners. Position scope was broadened to focus on future development – awareness of, and response to the evolving research needs of the campus.

With each of these reallocations of AP Faculty positions, the University Libraries have invested resources in the aspirational goals of the new Future Plan.

Scholarly resources

The Libraries established several new practices intended to improve collaborative decision-making with the bibliographers responsible for specific disciplines. Goal 2 of the Libraries' Future Plan calls for investment in focused and local collections as one means for ensuring access to the full scholarly record. Establishment of effective, ongoing review and assessment of resources selected to support specific disciplines – such as evaluation of costs, usage level, usage trends, faculty needs and ideas, research priorities, and student needs – create conditions conducive to achievements within this goal. Through several initiatives in FY2015, the University Libraries established the basis for creating supportive conditions – revising collection assessment methods, increasing bibliographer involvement in overall collection

review, and collaborating with the Virtual Library of Virginia (VIVA) on its project to identify collection area strengths for the Commonwealth.

This year, the University Libraries participated in four accreditation reviews for the University – Nursing Anesthesiology, Dental Hygiene, National Association of Schools of Music, and Occupational and Technical Studies. The Libraries also participated in development of data for the program review for the proposed doctoral degree in Kinesiology and Rehabilitation Science.

In its digital collections program, the University Libraries continued work on building the collections while also initiating an ambitious program to expand these collections. The Contemporary Composers and the Russell Stanger Photographic Collections were completed. Work progressed on the large ODU Photographic Collection and the Norfolk Public Schools Desegregation Papers. Digital collections grew by an additional 7,500 items; the collections now contain almost 18,000 items. Usage of these collections continued to grow.

The University Libraries also initiated a project to create an institutional repository. As indicated previously, the Digital Services Librarian position was redefined to support both University strategic priorities as well as the University Libraries' projected strategic initiative of ensuring access to the scholarly record. The Digital Initiatives Librarian is responsible for developing and managing the University's institutional repository as well as for the broader responsibility for developing, managing, promoting, and assessing a formal program designed to meet digital needs spanning the academic domains of the University. The Libraries acquired the bepress Digital Commons Institutional repository system. *ODU Digital Commons* was designated as the repository's name.

All of these initiatives help to set the stage within the University Libraries for active and successful work in moving towards Goal 2's access to the full scholarly record.

Supporting student success

The Learning Commons @ Perry Library continued to attract students for individual study, workstation access, social interaction, food, meeting places, programming, group study, library resources, expert help in identifying and finding research resources, technology use, and many other reasons. Gate entrances for Perry Library continued to rise, increasing from 969,168 in FY2014 to 1,020,347 entrances in FY2015. The Learning Commons was open for 363 days during the year, and continued to provide access to students on a 24-hour basis, 5 days each week during fall and spring semesters. As it has done for several years, the Learning Commons opened on a 24-hour basis during the final exam periods.

The University Libraries continued to work closely with its Learning Commons partners, through the Learning Commons Operations and Technology Team, and with close partners such as

Information Technology Services (ITS), on a daily basis. The Learning Commons @ Perry Library continued to expand its offering of software applications and access to students. All computers in the Learning Commons (36 Windows machines and 38 iMacs) were replaced this year. Additionally, more software was made available through MOVE (Monarch Virtual Environment), which allows students, faculty, and staff to access specialized software from any internet-connected device. Further, the new Adobe Creative Cloud is now available on an additional 29 iMac stations in the Learning Commons. On the second floor of Perry Library, students now have access to a standalone sound booth.

The Learning Commons' equipment loan program continued to be one of its most popular features. At the end of FY2015, the Libraries offered 247 items for loan (cameras, iPads, camcorders, laptops, and others). Usage data from FY2015 indicate that 30% of all library circulation transactions are for equipment loans. Turn-away data for some types of equipment further indicate unmet need. The Libraries will continue to manage competing priorities: loss and damage rates, replacement costs, new equipment costs, and high demand.

University programs in Learning Commons' spaces continued to attract students and faculty. The 200 programs for students included *Apple Day @ ODU* from ITS and *Exam Jam* stress relief events hosted by the Student Government Association. Faculty programs included the *Improving Disciplinary Writing* workshops and many programs from the Office of Research. The University Libraries Friends of the Library hosted two events in its Speaker Series, Captain Robert E. Clark's *Naval Station Norfolk: A Historical Perspective* and Dr. Adolphus Hailstork's *the Art of the* Composer. Other events held in the Learning Commons included the Provost's Conversations on Teaching and Learning and the University's Annual Undergraduate Research Symposium.

Instructional programs

The instruction programs at the University Libraries include three primary segments: the information literacy classes and services offered in collaboration with campus partners in the General Education program; the English composition classes that are also part of the General Education programs, and the discipline-based sessions, which are targeted towards upper-level undergraduate and graduate students. This year, the number of instructional sessions increased by 19.5% and the number of students reached increased by 16%.

The Libraries began redesigning the modules used for the information literacy classes, starting with the purchase of *Articulate Storyline* to serve as the platform for creating the interactive modules. Content, learning activities, and quiz questions will be revised, with operational modules scheduled for use at the start of 2015-16 Academic Year.

Library instruction classes this year were held in Perry Library, the Barry Arts Building, individual classrooms across campus, at the Virginia Beach Center, and online via Adobe Connect. Additional instructional information and services were offered at Preview sessions, tours, and orientation programs. Librarians provided orientation sessions for new faculty, adjunct faculty, Honors College students, the Graduate Student Association, the Freshmen Summer Institute, and others on campus.

Instructors continued to offer focused workshops on specific topics such as Zotero, Resources for Business, and EndNote. Workshops were developed for a new location – the Business Gateway Center. Various orientations and tours were offered for the freshman University 100 classes. New videos were created for the One Minute Tips series, and others updated. All of the LibGuides were updated in preparation for the Fall Semester, and 11 new guides created. There are now 129 guides, which were viewed more than 174,000 times this year.

Research support

In January 2015, the University Libraries joined six other Virginia institutions to organize the third annual Virginia Data Management Boot Camp (VADMBC). The 2015 bootcamp presented a limited, hands-on curriculum with online and local presentations on topics such as *OpenRefine* software to statewide participants. Participants cited the boot camp as vital to increasing their knowledge about data management best practices. Members of the University's newly-established Research and Scholarly Data Governance Committee and the University Libraries attended.

In direct support of the University's strategic initiative for a local scholarly repository, the Libraries are working with stakeholders on the development of the repository, acquisition of the bepress Digital Commons for content management, and a pilot project for establishment of online theses and dissertations.

Developing community relationships

The University Libraries launched a project to enhance access to valuable sources of information on the history of Old Dominion University – its yearbooks. Digitization was outsourced to a vendor experienced with this type of material with the expectation that the digital yearbooks will be available in September 2015. The Friends of the Old Dominion University Libraries is funding the project.

In furthering their community engagement efforts, the University Libraries directly, and with the Friends of the ODU Libraries, held several events and exhibits this year. The University Libraries worked closely with many administrators and faculty members across campus in

coordinating support for University and student events and other initiatives serving the campus community.

The expansion of Special Collections and University Archives to a full department, creation of a full position for University Archives, and identification of a number of collections featuring the arts community of the region all have enhanced potential impact of the University Libraries within its strategic Goal 6, to build mutually beneficial relationships with the University and the community. Donors such as Peter Mark, who gave the University Libraries significant additional materials to his collection of papers, help to create collections that will attract research interest into the future. Digital projects will be continued to expand scholarly awareness of these collections.

Facilities

Perry Library has served as temporary and longer-term swing space for the University. At the University's request, south side 3rd floor seating area space in Perry Library was repurposed as temporary housing for overflow office needs for the College of Arts & Letters. An enclosed space with small offices was constructed over the summer and opened to adjunct faculty and graduate assistants from the College. Additionally, some offices in Student Engagement and Enrollment Services were temporarily relocated to the first floor of Perry Library during Rollins Hall renovations. Enrollment Services remained in place through early January 2015, serving students both within the office space and out into the Learning Commons.

At the end of the year, Mrs. Linda Kaufman presented the Hofheimer Art Library with a collection of porcelain originally housed in the Chrysler Museum. As part of her gift, Mrs. Kaufman arranged for the construction of display shelving for the collection. The first installment was set into place in late May 2015.

The Diehn Composers Room received new carpet and chairs. The stained, original carpet was entirely replaced. Multi-function printers were acquired for both the Diehn Composers Room and the Hofheimer Art Library. Both students and faculty can now print, copy and scan from those devices.

To address space concerns within Special Collections and University Archives, the Libraries shifted and reconfigured collections and transferred rare and valuable items to secure storage. Additionally, work and user space was rearranged in order to provide better usability, functionality, and security within that department.

Compact shelving in Perry Library continues to show its age and use. All functionality and safety issues were resolved this year, but a longer-term resolution of this problem still needs to be addressed.

The University Libraries established a new task force to investigate the feasibility of consolidating service points within Perry Library. Additionally, they formed a task force to create a physical space master plan, by which the Libraries will plan their space utilization for the future.

Assessment and analysis

The University Libraries continued to review services and operations to assess quality and develop improvements.

In order to establish a baseline assessment on constituents' opinions of the quality of library services before implementing many of the changes expected from the Future Plan, the Libraries formed a LibQual+ task force in February.

LibQUAL+, from the Association of Research Libraries, is a suite of services that libraries use to solicit, track, understand, and act upon users' opinions of service quality. The program's centerpiece is a rigorously tested Web-based survey bundled with training that helps libraries assess and improve library services, change organizational culture, and market the library. The 22 core survey items measure user perceptions of service quality in three dimensions: Affect of Service, Information Control, and Library as Place. For each item, users indicate their minimum service level, desired service level, and perceived service performance.

The Libraries staff worked to identify and implement efficiencies. Staff continue to monitor processes and seek improved solutions. The Libraries continued to evaluate Learning Commons' usage levels, gate counts, traffic patterns, and staffing levels. Budget requests for a combination of revised staffing patterns and increased coverage for designated periods were accompanied by data and were approved. Service hours were standardized wherever possible within the University's academic calendar to help users plan visits during defined periods - academic semesters, University holidays, semester breaks, and extended closures. The Libraries streamlined its license renewal process with the University's Procurement Services, and continued to roll out a project to align payments and subscriptions for ongoing resources with the fiscal year. Completion of this project will reduce paperwork, and is expected to improve end-of-year processing.

Collection assessment and data gathering included the four accreditations conducted by the University during the year, an assessment of the University Libraries library science collections, and a program review for a proposed PhD program.

The Libraries continued to assess instructional effectiveness, along with implementing course-based upgrades such as new active learning exercises, new teaching tools, and development of

additional course-specific materials. Assessment included faculty feedback on the usefulness and effectiveness of specific library instruction sessions.

Many areas of the Libraries created or updated procedures and guidelines as part of the 10-year financial audit. Arrival of new staff also created opportunities for evaluation and development of procedures. In Special Collections, staff created a new Collections Processing Manual to improve outcomes and streamline processing work. Space limitations forced reviews in both Special Collections and the Diehn Composers Room for identifying methods to improve shelving and organization, or to examine and evaluate collection content and retention value.

The Libraries also made significant progress in designing, populating, and training staff on its newly implemented centralized content management system, SharePoint, as the new intranet for internal documentation.

Conclusion

Overall, the Libraries continued to provide user services such as instruction, face-to-face assistance, and Learning Commons' resources this year. The Libraries continued to invest in both online and physical resources selected for the purpose of supporting research and teaching programs, and to extend opportunities to faculty members to try out new resources. During fall and spring semesters, students filled most seats in the Learning Commons and elsewhere in the University Libraries, sometimes to beyond capacity. They used the collaboration rooms and furniture throughout the building, moving chairs, tables, and display boards to meet the needs of the moment. The Libraries provided ongoing administrative support for its services, financial management processes, facilities management, and technological services and equipment.

At the same time, the Libraries successfully brought its extended planning process to completion. The University Libraries' Future Plan is now ready for implementation. FY2016 will be the first full year for carrying out the initial actions defined in its extensive plan.

FY2015 will be remembered, at least within the Libraries, as a period of great reflection and redirection. The significant effort by everyone, to include external constituents, in FY2015 has begun to re-establish a solid foundation for the future of the University Libraries. A future that will lead to the Libraries living their Vision as "Essential Partners" and "Collaborative Leaders" at Old Dominion University.