2019-2020 Annual Report

Reorganizing, Responding & Reopening

Our Resources & Services

Progress Through Technology

Partnering Across ODU’s Campus

Achievements & Publications in Librarianship

Perry Library reopens in the summer of 2020 while practicing CDC guidelines.

Special Collections and University Archives welcomes a class to hands-on learning in early spring, 2020.
Resilience, Leadership, and Collaboration

- A snapshot of Perry Library during the Fall of 2019

The historic transition in March of 2020 to online learning at Old Dominion University, following the spread of COVID-19, shaped the planning, actions, and productivity of ODU Libraries. Notably, the pandemic prompted the Libraries to continue offering services and resources to the Monarch community through multiple levels of strategic planning, flexibility, and creativity. And although the unprecedented challenges during that time directed the Libraries to temporarily operate from remote locations, COVID-19 failed to overshadow the progress made prior to the significant shift within higher education. We served ODU’s students, faculty, administration, and others, both on campus and virtually, by providing resources for research, by building relationships within colleges, by encouraging a healthy work environment, and by offering connectivity while managing changes stemming from developments on a global scale. Our 2019-2020 Annual Report reflects the experiences and outcome of ODU Libraries from the normalcy in July ‘19 to the unknowns of June ‘20.

Serving Through a Pandemic

March 11, 2020 — President Broderick Announces Plans for Online Learning Through Remaining Spring 2020

⇒ ODU Libraries Transition to Virtual Services Only
♦ Virtual Chat
♦ Virtual Research Appointments
♦ E-books and Scanning of Print Materials
♦ Uninterrupted Access to Existing Online Research Collections

April 2020 — Libraries’ Special Collections & University Archives designs ODU COVID-19 Archive for Monarchs and community across Hampton Roads

June 2020 — ODU Libraries offer print materials through contactless delivery

July 6 — Perry Library welcomes Monarch community with limited reopening
FY20 was a very challenging year for the Libraries and the entire University community. I do not think anyone at the beginning of the period could have predicted the conditions that would exist at its conclusion. Indeed, the pandemic that hit the United States in the final quarter of FY20 was unlike anything most of us have ever experienced.

I am very appreciative and proud of the way everyone at the Libraries maintained a focus on serving the needs of the University community, while adjusting to new work and home related challenges. As we return to campus and look ahead, I am enthusiastic about the exciting initiatives the University Libraries are pursuing and the contributions we will continue making to help advance Old Dominion University.

Sincerely,

Stuart Frazer
ODU Libraries: Reorganizing

Libraries Administration and department heads continued to work together to update all Libraries position descriptions to reflect current organizational structure and duties. As a result, the Libraries redefined 10 classified staff position descriptions and updated 16 positions. Additionally, eight administrative faculty positions were redefined. During this process, we addressed salary inequity issues among similarly situated employees, resulting in salary increases for incumbents within eight classified staff and four administrative faculty positions. These salary increases help the Libraries to remain competitive with peer institutions in recruitment.

Throughout the first half of the reporting period, Management Team made steady progress drafting a comprehensive staff relocation plan, with the goal of bringing physical workspaces into alignment with the Libraries’ revised organizational structure. A final plan was unanimously approved by Management Team late in the fall. Implementation of the plan began in January 2020 and continued until mid-March, when the University ceased on-site operations due to the COVID-19 pandemic. At the time of closing, relocations of staff in the Libraries’ Engagement, Resource Fulfillment, and Scholarly Communications and Publishing departments were accomplished. Relocations of staff in the Resource Description and Maintenance and Teaching and Learning Initiatives departments were in process. Those relocations were completed after Perry Library reopened on July 6. In all, Systems staff moved 21 workstations related to the reorganization of departments and spacing needs in the libraries related to the University’s COVID-19 requirements. Remaining parts of the project will continue in the second half of 2020.

Stuart Frazer takes a hands-on approach to the Libraries’ relocation project in January 2020.
ODU Libraries: Reorganizing

Scholarly Communications and Publishing:
The department successfully transitioned the digital collections part of its work to Special Collections & University Archives and made a physical move to the 4th floor.

Special Collections and University Archives:
During the Libraries’ reorganization, the Digital Collections program was moved under the umbrella of the Special Collections and University Archives (SCUA) department. To promote SCUA’s growing digital presence, a new role was created, Digital Project Specialist, to manage the ongoing digital projects of the department.

Libraries’ Engagement:
The Department of Libraries’ Engagement moved into its first workspace location at the end of February 2020. The start of this department included the relocation of two employees who previously worked within the Libraries Administration office. As of March 1, the new Engagement workspace included Jennifer Hoyt, Head of Libraries’ Engagement, and Alisa Moore, Assistant Communications Coordinator.

In early Spring 2020, Karen Vaughan, Head of Scholarly Communications and Publishing, begins to set up her new office space on the 4th floor of Perry Library.

Lynn Litherland, Systems Development’s Computing Infrastructure Manager, and student worker Josh Cenat connect the new Department of Libraries’ Engagement in February 2020.
Progress in user spaces during the period from July 2019 through February 2020 focused on developing the Grand Challenges Suite, which was to be located on the east side of Perry Library’s first floor. This included a final design concept being approved by the University Space Committee in December. A project manager from ODU Facilities was assigned, and electrical work required to support the project was completed shortly before the University ceased on-site operations in March. However, the closing of on-site operations in March and subsequent departure of the University Librarian dramatically changed the priorities of both the University and ODU Libraries.

◊ In early 2020, the Libraries anticipated the possibility of going entirely online because of the rapidly evolving COVID-19 public health emergency. Liaison Services librarians were prepared to provide Chat Services to the ODU community immediately on the morning of Monday, March 16 when ODU closed. The service offered 79 scheduled hours, including weekends, for the first week, staffed by the seven librarians in Liaison Services plus the Head of Teaching & Learning Initiatives.

◊ When online classes resumed on March 23, hourly employees from the Learning Commons extended chat services to midnight. With two additional classified staff from Teaching & Learning Initiatives joining the group, services were then expanded to 24/5 Monday through Friday plus 15 hours each on Saturday and Sunday, providing 150 hours of support through the end of the semester. During the physical shutdown of the Libraries, this service became the most visible and accessible means for anyone to ask the Libraries for assistance.

◊ A Teams account provided updates to all staff who participate in Chat Service so that users of the service receive consistent, accurate information about the Libraries as the information continues to change. Usage of the service from March through June was much heavier than in the same months in 2019, and anecdotally, the questions seem more substantive.

◊ In addition to providing reference assistance through the Chat Service, Liaisons proactively contacted their faculty by email after the shutdown on March 16 to offer specific ways that the Libraries could assist them as they transitioned their teaching to the online environment. They provided information about ebooks for their teaching and reserves needs, interlibrary loan services, the possibility of librarians’ teaching in their classes via Zoom, access to physical collections when that became available, and other services.

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Learning Commons and Branch Libraries staff recorded detailed messages on their three service desk phone lines, informing users of the physical closure and how to get assistance virtually. Phone messages were checked remotely twice a day, and patrons received quick responses.

Karen Vaughan created a LibGuide on “Updates to Library Services” that she and Kathryn Boone consistently monitored and updated throughout the physical closure and the stages of reopening. Staff used this to answer patron questions, and users could access up to date information themselves.

Learning Commons staff, assisted by Karen Vaughan, scanned print course reserve materials for 20 courses and provided faculty with a total of 108 PDF files for uploading to Blackboard. Courses included: Chemistry, Geography, History, International Business, Math, Management, Philosophy, Political Science, Psychology, Sociology, and Women’s Studies.

Kathryn Boone contacted adjunct faculty with offices in Perry Library to allow them several controlled time periods to have access to the building and retrieve their belongings after the March 16 closing, which was announced on March 15. Twenty-three persons took advantage of this opportunity on March 26-27. She also provided windows for library staff to access their workspaces and retrieve materials needed for telework.

Closing of on-site operations in mid-March required tremendous effort among all Libraries staff. Systems Development staff provided monumental support getting Libraries’ employees equipped and trained to telework on very short notice, which included assistance in onboarding two new hires who joined the Libraries directly in a telework status. Staff members prepared 19 laptops for staff telework use and arranged for other staff who needed computers to borrow an All-In-One PC during the University’s COVID-19 closure. Employees not accustomed to teleworking experienced periods of adjustment and adaptation to an unfamiliar work routine, sometimes while caring for others at home. Moreover, the sudden change in leadership at the Libraries created destabilization, regardless of the COVID-19 circumstances.

Notably, during the pandemic, it was necessary for all Resource Description and Maintenance department activities to transition to 100% telework. Although the staff faced some initial challenges, they transitioned successfully. The RDM department kept all work that could be done remotely up-to-date, and all personnel communicated and collaborated well. Most took the opportunity to partake in professional development activities (webinars, trainings from LinkedIn Learning, and online courses) to improve their communication skills and to gain knowledge and understanding of libraries and technical services topics. Additionally, the Resource Fulfillment Department developed and implemented a Delivery of Print Materials by Mail Program for ODU faculty, staff, and students in response to COVID-19, which restricted access to collections.
In June, the Libraries received notice from the University that Perry Library would reopen on July 6, 2020. Libraries’ staff worked with campus officials to plan and implement safety measures for COVID-19 operations, including campus wide signage that was installed by the Office of Emergency Management. Accomplishing this demanded that many physical changes be accomplished in a short period of time. Libraries’ and Facilities’ staff worked to identify and remove 400+ pieces of furniture and to space remaining furniture to promote physical distancing. Additional changes related to physical distancing included reducing the number of computers in the 2nd floor atrium, reducing the maximum occupancy of the collaboration and group study rooms, and expanding the 4th floor testing center. Staff in the Libraries Business Office procured personal protective equipment and other safety/health items during several weeks when such items were difficult to obtain.

A Reopening Plan
In June 2020, Dot Lockaby, Jennifer Hoyt, O’Neika Hinnant, and Linh Nguyen collaborated to prepare ODU Libraries Reopening Guide, a detailed description of plans and timeline for each department in ODU Libraries to gradually reopen within a three-phase matrix. The Guide was updated in August after the start date for fall classes was adjusted by ODU.

During the summer of 2020, the University repurposed the east side of Perry Library’s 1st floor as a classroom space designed to accommodate approximately 65 students. This area of Perry Library is expected to remain a classroom space for the duration of the pandemic.

Perry Library’s 1st floor (east side) becomes repurposed for classroom space in preparation for Fall 2020.
ODU Libraries continued to make resources and services available to the Monarch community during the COVID-19 pandemic, as well as during the months leading up to this historic shift. Notably, our actions reflect the range of skill and professional commitment to ODU’s mission for academic excellence

*The Graduate Orientation to ODU Libraries* was created due to the collaboration of Dot Lockaby, Abbie Basile, and Karen Vaughan. The Libraries were invited to submit the narrated PowerPoint module for the Graduate School’s Blackboard-based *Orientation for New Graduate Students* in August 2020.

Social Sciences Liaison James Rhoades has chaired the Collection Development Team since late 2019, which includes most Liaison librarians as well as Karen Vaughan and Rob Tench.

Resource Description and Maintenance personnel completed the clean-up of bibliographic records for ODU theses and dissertations. During the project, corrections were made to series statements and department names making the items more searchable and the search results completer and more relevant. Now, for the first time all print theses and dissertations are accessible through Alma/Primo by searching the series name or the department name. A total of 5,076 records were identified and updated during the project.

The retrospective cataloging of the Government Publications Collection was completed, and the entire Government Publication Collection, including the Centers of Excellence material, is now fully accessible on the second-floor shelves/microfiche cabinets and in Alma/Primo. Our holdings are also attached to all OCLC records making the collection accessible through WorldCat for ILL.

The Libraries’ Resource Fulfillment Department worked cooperatively and collaboratively with the Procurement Services Department to establish and award a contract to Wert Bookbinding resulting in significantly reduced binding costs to the University and ODU Libraries.

The implementation process including the creation of our binding profile, selection of binding materials, and the installation of software for creating binding slips was completed in September 2019 with the first shipment taking place in Oct. 2019. Thus far, the bindery has been very responsive and has exhibited excellent customer service and high-quality binding of our materials. The transition between binders has been seamless and resulted in increased efficiency of the preparation and check in processes, which resulted in more timely distribution of materials.

Our Special Collections and University Archives team managed an increase of individual research questions, up 27% from the previous fiscal year, with reference requests ranging from ODU faculty to international researchers. The department also strengthened and expanded STEM-H and Maritime Collections by acquiring the Heflin & Williams Consulting Engineers and Analysts Firm Collection and Alyn F. Fife maritime law and logistics collection.
Libraries’ Learning Commons

- Created online forms to replace print forms for reserves, fine and fee appeals, public patron log, and faculty carrel requests, which provided easier access for users and more efficiency and accountability for our staff.

- The Libraries coordinated with ITS Classroom Central to upgrade the presentation/lecture technology in the Learning Commons conference rooms 1310-1311 to meet the current standards in classrooms across ODU. The two mediascapes were also upgraded for wireless connectivity as well as a hard-wired port, allowing students with newer laptops to take advantage of mediascape capabilities.

- Systems Development staff contributed to processing over $100,000 in ETF equipment purchases, including 44 computers, two data-projectors, and five laptops computers. Upon receipt, computers were imaged and deployed based on established lifecycle replacement schedule, and older equipment was turned-in through the equipment surplus process.

- Database trials for a higher than usual number of products were set-up during the spring to provide users with as much online resource access as possible during the COVID-19 closure.
ODU Libraries: Resources & Services
Department of Teaching & Learning Initiatives

**ONLINE TEACHING INITIATIVES**

- 611 students completed the Research Fundamentals Tutorial
- 77 students completed the Argumentative Essay Tutorial
- 5,184 students enrolled in Information Literacy Tutorials (+1,583 from last year)
- 71,418 LibGuide views
- 6 new instructional videos created for YouTube
- 12,100 views on YouTube (+1,525 views from last year)
- 238.7 hours watched on YouTube
LIBRARY & INFORMATION LITERACY INSTRUCTION

12 INSTRUCTORS FROM TEACHING & LEARNING INITIATIVES, LIAISON SERVICES, ART LIBRARY, & SPECIAL COLLECTIONS & UNIVERSITY ARCHIVES.

160 IN-PERSON CLASSES TAUGHT

16 ONLINE CLASSES TAUGHT

413 GRADUATE STUDENTS PARTICIPATED

2,743 UNDERGRADUATE STUDENTS PARTICIPATED
When you absolutely positively have to know, ask a librarian.

American Library Association
The Department of Libraries’ Engagement, which officially formed in February of 2020, focuses on developing messages and representing Libraries’ vision as a contributor to academic success and scholarship. The department set goals to promote achievements & growth within ODU Libraries while building relationships across both on and off campus. The transitions due to COVID-19 directed the Engagement department to establish internal connectivity as staff members moved to telework environments. As a result, Engagement produced weekly Telework Community Update reports, distributed via email, created a Telework Community Team under Microsoft Teams, and began holding weekly Morning Coffee & Conversation Zoom sessions for sharing experiences during the unprecedented situation.

In early March of 2020, Libraries’ staff hosted a Read Across America Day event, welcoming young minds from ODU’s Children’s Learning and Research Center.
During the reporting period the Libraries completed complex budget adjustment actions stemming from reorganization that began in October 2018. Budget adjustments, finalized in October 2019, improve the ratio of E&G funds allocated to personnel, operations, and materials, which improves the ability of the Libraries to support operational and programmatic initiatives necessary for long-term success in supporting the mission of the University. These include providing a variety of modern, inviting and appropriately equipped physical spaces for students and faculty, and supporting professional development, training, and skill building for employees.

**Budgets and Big Deals**

In 2019, the University’s budget and the ongoing review of VIVA’s Big Deals contracts required the Libraries to systematically evaluate data including but not limited to usage and cost per use with the objective of achieving cost savings through targeted cancellations. After the COVID-19 pandemic emergency began, the need for this type of review became even more urgent because of the pandemic’s impact on the University’s income from tuition and state revenues. Liaisons reviewed journal subscription data in their assigned subjects and consulted with faculty to develop a list of cancellations to achieve the 2% budget reduction target in late 2019. As of summer 2020, they continue to develop a list of potential future cuts, the extent of which is still to be determined.

To provide information and continuous updates on Big Deal negotiations, Scholarly Communications and Publishing held workshops and consulted with numerous faculty and graduate students on issues related to copyright, author rights, open educational resources, data deposit, and research impact. The department hosted Open Access Week programming including a well-attended session “What’s the Big Deal?” about breaking our Elsevier journal bundle.
The Libraries’ Special Collections and University Archives added multiple new digital collections, now totaling over 32,000 digital objects for increased accessibility and primary source instruction.

**Digital Project:** WTAR/WTRK News 3 Archives represents one of the largest and most significant news collections in the country, and documents important local, national, and global history. This was a pilot project to digitize and catalog news reel films dating roughly the 1950s to 1970s. The project has already garnered national attention from notable networks, such as ESPN and PBS. Our Scholarly Communications and Publications Department highlights that within the ODU Digital Commons, there were

- 2,967 new works posted to the institutional repository, which totals 12,468 works since July of 2015, and
- 531,279 downloads of ODU works for a total of 1,051,113.

The department also completed the project to upload 2,488 backfile dissertations, funded by the Graduate School and publicized through the Alumni Association, in addition to adding 212 new Electronic Thesis and Dissertations (EDT).

In February 2020, librarians in Liaison Services collaborated with their new department head and the Web Team to develop and deploy a new departmental web page that

(a) communicated the purpose of the department and the new mission statement,
(b) provided library users with clear information about which liaison was connected to which academic programs, and offered direct links to the librarians.

Following the COVID-19 transition to online learning, our Resource Discovery Unit staff resolved 104 off-campus access issues (EZ Proxy) for ODU students, faculty, and staff.

Systems maintenance included installing Windows 1909 and MacOS Catalina upgrades, Mac maintenance in JAMF Apple management system, security patches, and software including the ILLiad 9.1 upgrade. Systems also worked with Special Collections and University Archives staff to move finding aids to an improved records management system. The new ArchivesSpace software will increase accessibility to collections information and is easier for patrons to use.
The Libraries' Learning Commons and Art Library facilitated 11 student exhibits during the Fall 2019 semester for courses in Art, Humanities, and Women’s Studies. Exhibits included posters, textiles and weaving, jewelry and metalsmithing, printmaking (lithographs, screenprints, hybrid prints), and photography. There was also a 3D installation of first-generation students, highlighting their accomplishments and dreams.

Kathryn Boone collaborated with Alicia DeFonzo, English Department faculty, on a "Literature as Resistance" event on 9/10/19 as part of the department’s annual English Week. This included ordering and pulling the nine selected influential books, setting up a book display and poster in the learning Commons, posting digital signage, and assisting with set up and take down for the event held outside by the main entrance. The winner of the ODU student poll on most influential book for them was 1984 by George Orwell.

Learning Commons coordinated with VMASC staff for a spring semester 2020 exhibit in the Learning Commons, featuring work by glass artist, Josh Solomon, that focused on the intersection of the creative process, 3-D printing, and virtual/augmented realities. VMASC senior project scientist, Bratislav Cvijetic, hosted Friday afternoon Q&A sessions in the Learning Commons.

On November 21, 2019, the Libraries hosted a panel of faculty from diverse international backgrounds in the Learning Commons at Perry Library as part of the University’s celebration of International Education Week. Coordinating with the Office of Intercultural Relations and the Office of International Programs, Karen Centeno-Casillas, Education Liaison Librarian, planned and moderated the panel, which focused on the differences in higher education models and experiences across countries and cultures.

Karen Centeno welcomes attendees to a faculty panel discussion at Perry Library during International Education Week in November 2019.
February 8, 2020, Perry Library Learning Commons hosted the *ODU 2020 Undergraduate Research Symposium*. Kathryn Boone, Head of the Learning Commons and Branch Libraries, and Kathy Nguyen, Learning Commons User Services Manager, coordinated this event with its sponsor, Perry Honors College. Elizabeth Hogue, Arts and Humanities Liaison Librarian, served as a judge for the extensive poster session.

Through her work with ODU’s Institute for Enterprise Innovation, Miriam Bridges, Business Liaison Librarian, provided one-on-one consultations and research workshops to veterans through ODU’s Veteran’s Business Outreach Center, and she provided research support for women business owners in the Norfolk area through ODU’s Women’s Business Center.

In February 2020, Joleen McInnis, Health Sciences Liaison Librarian, began to offer twice-monthly face to face research support office hours for students in the Nursing Program at ODU’s Higher Education Center in Virginia Beach. This was enthusiastically welcomed by faculty and students in the department but had to be abruptly discontinued in March because of ODU’s Covid-19 pandemic shutdown.

Undergraduate Success Librarian, Travis Jones, and Lucy Wittkower collaborated with members from Student Engagement & Enrollment Services (SEES) to create content for the new Freshman Student Leadership program. Lucy Wittkower led an Institute of Museum Library Services (IMLS) grant application collaboration that included Travis Jones and members from the ODU Libraries, SEES, and the Center for High Impact Practices (CHIP).

Lucy Wittkower, Head of Teaching and Learning Initiatives, presented with two faculty members at a national conference on the results of a grant-funded research project related to information literacy in general education. Lucy Wittkower presented at two Improving Disciplinary Writing workshops on how the Libraries can support upper-level writing assignments. Travis Jones and Lucy Wittkower facilitated a discussion at the ODU summer conference on Student Success.

Jamie Cook, Instruction and Technology Specialist, joined the Library and Information Studies Accreditation committee.
Scholarly Communication and Publishing collaborated with various campus departments to add several new communities to the ODU Digital Commons, including Graduate Achievement Day posters, GIS Day posters, Music Performance programs from 2010-present, Arts@ODU brochures, three OER textbooks, President’s Lecture Series videos, and a conference proceedings.

The department also continued to highlight faculty research each month by processing database alerts for ODU authors and presenting them on the ODU Faculty Publications web page.

Resource Fulfillment staff worked cooperatively and collaboratively with

- the College of Business to set up new subscriptions on the WRDS Platform
- the School of Nursing to start a new subscription to Bates Visual Guides
- set up new subscriptions to several journals for the Department of English, including Ethnologue and Orion began a subscription to HeinOnline (government and legal resources)

- all to support ongoing and/or new academic programs.

Special Collections and University Archives share that class visits increased by approximately 167%, with instructors reporting that their students were more engaged with and excited about their coursework, showed improvement in key academic skills, and achieved better course outcomes. Special collections staff hosted three HIST 368 interns during the past year, all who gained real archival experience that developed into skills sought for in the workplace.
The ODU Covid-19 Archive is Special Collections and University Archives answer to the historic development of the pandemic. The Archive is actively engaging with the ODU and Hampton Roads communities to keep records of living through the COVID-19 pandemic. The department established a robust program for acquiring these records, including an easy-to-use webpage and submission form, that encourages ODU students, faculty, staff, and members of the local community to create and submit journal entries, poetry, pictures, photographs, oral histories, interviews and other documents.

Libraries’ Liaisons collaborated with each other, the search committee, and Libraries Administration to successfully recruit a new department head and support the new department head’s transition into the university and the Libraries.

The Libraries’ Scholarly Communications and Publishing celebrated the 1-millionth download in 2020. Moreover, ODU Digital Commons continued to grow and make ODU’s scholarly works more visible and used globally.

Tonia Graves, Resource Discovery Librarian, completed the ODU College of Business’ Certificate in Public Procurement and Contract Management program.
ODU Libraries: Achievements and Publications in Librarianship

Publications


McInnis, J., and Wittkower, L. R. (November 13, 2019). Using Data Analytics Software to Facilitate an Examination of Correlations Between Participation in Library Instruction and Student Achievement Indicators Poster presented at Virginia Assessment Group Conference, Richmond, VA.


**Wittkower, L. R. & Lo, Leo S., "Undergraduate Student Perspectives on Textbook Costs and Implications for Academic Success" (2020). Libraries Faculty & Staff Publications. 67. [https://digitalcommons.odu.edu/libraries_fac_pubs/67](https://digitalcommons.odu.edu/libraries_fac_pubs/67)

Presentations

**Wittkower, L. R., Wittkower, D., and Sparkman-Key, N. (February 21, 2020).** Making Connections Between General Education Information Literacy Classes and Upper-Level Writing Courses: An Exploration of Faculty and Student Perceptions Paper presented at Georgia Conference on Information Literacy, Savannah, GA.

McInnis, J., and Wittkower, L. R. (November 13, 2019). Using Data Analytics Software to Facilitate an Examination of Correlations Between Participation in Library Instruction and Student Achievement Indicators Poster presented at Virginia Assessment Group Conference, Richmond, VA.

**Wittkower, L. R. (October 24, 2019).** Wild Goose Chase or Effective Library Instruction? A Change of Approach to Library Instruction for First Year Students Poster presented at Virginia Library Association Annual Conference, Norfolk, VA.

**Vaughan, K. (October 2019 - April 2020).** Cost of Information: Sustaining Access to Journals presented to Provost’s Council and Colleges of Sciences, Engineering, Business and Education at Old Dominion University, Norfolk, VA.
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Learning Commons @ Perry Library
Learning Commons @ Perry Library
4427 Hampton Blvd
Norfolk, VA 23529
757-683-4178 (phone)
learningcommons@odu.edu