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VIRGINIA TECH.

ADVANCE REGIONAL, NATIONAL, AND GLOBAL IMPACT AND ELEVATE THE UT PROSIM DIFFERENCE

The University Libraries increases excellence in research, discovery, and creativity through its resources and professional expertise and fosters an open and entrepreneurial culture that is inclusive and collaborative.

The Library provided leadership in developing the Faculty Senate Research Assessment survey, which received more than 500 responses. This work connects to the advancing global and national impact because it will contribute to training Virginia Tech faculty on ways to increase the impact of their research and to university policies and practices related to research assessment and dissemination.

With campus and community partners, the Library reached over 7,800 people through public engagement programs. Several partnerships with campus and community organizations continued this year and new partnerships were developed.

Applied Research in Immersive Environments and Simulations engaged in 13 science and history-focused collaborative and experiential learning projects with faculty and students in colleges and programs across campus. These projects resulted in visualizations, virtual tours, interactive maps, and videos of archeological sites – showcasing emerging technology for the innovative presentation of scholarship.

Library data experts provided consultations for 415 people that resulted in 49 collaborative projects and 11 full project partnerships. These projects and partnerships support Virginia Tech faculty in managing, analyzing, and preserving data effectively and result in grants received, student conference presentations, fellowships, and co-authored papers.

Library studios provided emerging technology and the expertise to use it. During the year, studio managers consulted with 86 faculty and 445 students, supported 29 group projects, and helped users create more than 3,500 digital objects and 52 3D scans. Studio technologies were used over 12,000 times. Students, faculty, and community members turn to our experts for help with class assignments, student-led discoveries, learning resource development, and 3D scans for regional art and science museums.

During the last year, VTechWorks, the institutional repository of Virginia Tech, received 19.8 million page views and 9.2 million downloads. Faculty, students, researchers, and interested citizens from all over the world download more than 3,700 items a day from VTechWorks.

VT Publishing increased the total number of active journals to 13 and published its first peer-reviewed scholarly book Viral Networks, born from our unique partnership with National Endowment for the Humanities and National Library of Medicine.

The Library funded $165,500 in article publishing charges for 131 open access articles written by 339 students, faculty, and staff. The scholarly communications team published eight open educational resources (OER), including one new textbook, videos, virtual reality projects, and symposium proceedings.

Courses adopting or adapting OER are helping more than 2,000 students save approximately $300,000 a year in textbook costs.

As resources and information become increasingly digital, the Library's information technology experts support the preservation and usability of these assets. Faculty in the Library's Division of Information Technology received grants totaling $687,389 from the Institute of Museum and Library Services for projects surrounding data mining, digital

community archives, and 3D and virtual reality collection development and reuse.

In spring 2019, University Libraries collaborated with the Provost's office to acquire and host onsite training for Scopus, SciVal, and Funding Institutional. Funded for the first year by the Provost, these products are highly valuable to faculty, graduate students, administrators, and librarians who are involved in research, writing grant proposals, tracking faculty research and publication impact, and bibliometrics. University Libraries organized WebEx and onsite training in March and April for the entire campus, with additional sessions in July for librarians and advanced users. Three librarians completed the Scopus certificate program. A library team is currently involved in an extensive evaluation and comparison of research tools such as Scopus, Web of Science, Google Scholar, Altmetrics, and more.

BE A DESTINATION FOR TALENT

University Libraries assists in preparing students to serve a global community. Throughout the Library, students gain valuable and marketable skills by working alongside our data experts, computer scientists, studio managers, librarians, archivists, and publishing experts.

A multidisciplinary team of faculty and students collaborated on creating virtual reality dog and cow anatomy simulations for use in veterinary medicine education. These programs are open educational resources (OER) available for download through GitHub.

The Library engaged in curriculum development projects to create first-year writing learning objectives and learning outcomes for foundational communication skills courses.

Library experts teach students how to reflect on and showcase their coursework through an ePortfolio. We have more than 18,000 ePortfolio users, of which 9,080 are recent graduates, and six courses currently use ePortfolios for their more than 3,000 students.

The Library reached 19,000 students this year through digital literacy, foundational instruction, and community programs. It also taught foundational instruction sessions to over 2,300 students, offered curricular and co-curricular workshops to over 1,300 people, and reached over 7,800 people through community outreach and engagement programs.

This year, VT Publishing mentored its first independent study student, a graduate student in history pursuing a masters degree focused on the history of the book and reading. He received course credit toward his M.A. degree. A VT Publishing student worker earned a job at George Mason University using the skills she developed while working with VT Publishing.

University Libraries' DataBridge is an undergraduate research experience that gives students interested in working with data a chance to increase knowledge and hone skills by helping graduate students and faculty with data challenges.

Library experts responded to 10,000 reference and research consultation requests ranging from finding data and information to in-depth data management and research service requests. Newman Library saw 1,420,072 visitors this year. Circulation and reference saw over 75,500 checkouts, 11,800 holds, 11,000 laptop kiosk checkouts, and 6,500 in-person reference interactions and 2,100 virtual chat interactions.

ENSURE INSTITUTIONAL EXCELLENCE

University Libraries' Division of Information Technology Services participated in efforts to define a cross-campus pilot aimed at providing a centrally supported web hosting service for the entire campus community in collaboration with Technology-enhanced Learning and Online Strategy (TLOS), the Graduate School, and several other campus stakeholders. The tool has been submitted for review.

Contributed leadership in a faculty activity data analytics initiative with the College of Engineering Dean's office, OVPRI, and Provost's office, resulting in new analytical tools to use in VT's research intelligence work. Furthering the work of LINK: Center for Advancing Industry Partnerships, by dedicating a librarian to be a leading business intelligence researcher for the center.

The Library continued to develop plans for the Fralin Biomedical Research Institute Library and partnered with the VTCSOM to continue the process of merging the VTCSOM Library with University Libraries.

The University Libraries' Strategic Planning Task Force is commissioned by the Dean during FY 2019-2020. The charge of this group is to brainstorm, communicate, draft, and consolidate the Library's strategies for 2020-2024. The Library's plan is expected to be finalized by March 2020 and will be aligned with the university's strategic priorities and milestones as documented in [The Virginia Tech Difference: Advancing Beyond Boundaries](#)

Further, the Task Force will take into account the recently finished Capital Campaign position paper for the Library. This document focuses on three broad areas of library activity: 1) Creativity and Innovation, 2) Data, and 3) Scholarship.

Among its many activities, the Task Force will:

· Analyze and understand the university's four strategic priorities and their milestones.

· Reflect on what the Library is currently doing well in the context of the university's four priorities. Gather any information necessary to understand as a group what is working well.

· Envision the strategic activities of the Library – current and proposed – that are expected to advance the university's priorities the most significantly during 2020-2024.

· Recommend and describe the activities in which the Library will be engaged and identify the resources needed, both existing and additional. These recommendations will be submitted to the Library Dean's Group for review.

· Openly share the Task Force's work and documents with all Library employees via the University Libraries' intranet and continuously seek feedback.

· Involve Virginia Tech faculty, students, and other pertinent university units in the planning process.

· Benchmark with other strategic plans found at libraries of our SCHEV peers.

Progress will be reported at the monthly Library forum and also shared in the form of regular updates to the library-wide listserv.

THE TASK FORCE CONSISTS OF MEMBERS FROM ACROSS LIBRARY DEPARTMENTS AND DISCIPLINES:

Zhiwu Xie (facilitator) -
Chief Strategy Officer

Ann Brown
Director, Strategic Communications

Stefanie Metko
Director, Teaching and Learning Engagement

Edward Lener
Associate Director, Collection Management

Gail McMillan
Director, Scholarly Communication

Shannon Phillips
Associate Director, IT Operations

Andi Ogier
Director, Data Services

Erin Smith
Head, Research Engagement

Patrick Tomlin
Director, Learning Environments

Anthony Wright de Hernandez
Community Collections Archivist, Inclusion and Diversity Coordinator

TASK FORCE SUBGROUPS INCLUDE:

Collections: Ed Lener*, Larry Thompson, Cathryn Copper, Mary Finn, Aaron Purcell, Anita Walz

Communications: Ann Brown*, Miko Nino, Ginny Pannabecker, Wen Nie Ng, Robert Browder

Community Engagement & Land Grant Mission: Craig Arthur*, Joe Forte, Ginny Pannabecker

Faculty Success: Leslie O'Brien*, Gail McMillan, Nathaniel Porter, Connie Stovall, Ginny Pannabecker

Inclusion & Diversity: Anthony Wright de Hernandez*, Andi Ogier, Gail McMillan,

Jonathan Briganti, Inga Haugen, Ronald Mecham, Jennifer Nardine

Strategic Plan Review: Zhiwu Xie*, Andi Ogier, Patrick Tomlin, Ellie Kohler, Amr Hilal

Space & Branch Ops: Patrick Tomlin*, Shannon Phillips, Jonathan Bradley, Cathryn Copper, Trevor Finney, Michael J. Stamper

Student Success: Stefanie Metko*, Jonathan Bradley, Larry Thompson, Jonathan Petters, Kirsten Dean

*subgroup facilitator

The Task Force met on May 10, August 7, and September 4. During the monthly Task Force meetings, subgroups report on progress made during their weekly meetings.

LEADERSHIP

COMMUNICATION STRATEGIES

The Library intranet is the main vehicle for internal communication. A library-wide email listserv is also used by all faculty and staff as a way to communicate with the whole library.

Library representatives sit on university-wide committees and provide insight and expertise in the areas such as information technology, research, research impact, open access, and data. University Libraries strive to communicate with all areas of the university to create partnerships in creativity and innovation, data services, and scholarship.

The Library consistently communicates with the university community, alumni, supporters, friends, and media through university-wide communications channels like VT News and through Library external communications such as newsletters, progress report, email, and social media.

CREATION OR REVISION OF POLICIES AND PROCEDURES

The University Libraries created an

Inclusion & Diversity Leaders Group, which is comprised of the dean, co-chairs of the Library Inclusion and Diversity Council, the InclusiveVT representative, inclusion and diversity coordinator, chief strategy officer, and senior associate dean.

During the 2018-2019 faculty annual report, the eFAR system was used by all faculty in the Library. Periodic workshops about how to submit information for eFARs were offered along with one-on-one consultations for those who needed assistance.

Open Educational Resource (OER) guidelines were created by the Library's Department of Scholarly Communication. This initiative was led by Anita Walz, assistant director for open education and scholarly communication librarian.

Co-established VT's Public Access to Data Committee, approved through the Commission on Research, to produce or improve related policies. Members of the team attending the AAU-APLU Accelerating Public Access to Research Data Workshop, October 2018. Dean Walters is a member of the AAU-APLU workshop steering committee.

ENGAGEMENT OF DIVISION MEMBERS IN DECISION DEVELOPMENT

University Libraries has shifted meeting schedules so that the Deans and Directors group meets monthly to discuss Library-wide issues such as student wage guidelines and strategic planning. The purpose of these regular meetings is to greater involve directors in decisions that affect the Library as a whole.

The bi-weekly Dean's Leadership Team was expanded to include directors from strategic areas such as collections, technical services, information technology, data services, and learning environments. Previously, this team consisted of the dean, senior associate dean, assistant dean for information technology, chief strategy officer, director of development, and director of strategic communications. This expansion will bring further depth to library-wide discussions and strategy.

The Library Council, a library-wide representative body that reviews and discusses issues of importance to the University Libraries, began developing reporting and recommendation procedures and created a set of bylaws. These bylaws included expanded meeting and recommendation procedures, communication and ethics expectations, and information about membership and leadership.

When a community member asked that their address be redacted from a historical document in the university's archives, the request was brought to the Library Council to address the conflict between personal privacy and the library profession's resistance toward censorship. The council decided not to remove the information, to develop a statement regarding why the information was not removed that could be referenced in the future, and to recommend the director of scholarly communications address this and future requests.

STRATEGIES FOR DEVELOPMENT OF LEADERSHIP SKILLS IN YOUR LEADERSHIP TEAM

Library departmental leadership teams meet regularly with their associate or assistant dean to review standing agendas that encourage dialogue on shared projects, common issues and challenges, and strategies for developing more inclusive practices. Directors and members of their teams work directly with individuals at all levels of the university to advance the Library's goals and objectives.

Director-level faculty regularly lead Library-wide initiatives with the support of the Dean's Office. This allows directors to learn leadership skills by facilitating multidisciplinary teams to accomplish Library or university-wide goals. For example, Ginny Pannabecker, director of research collaboration and engagement, led the School of Medicine library merger with the University Libraries and participated in accreditation review panel meetings regarding the School of Medicine Library.

The Dean's Office has included representatives from VT Publishing and Collections and Technical Services in state-wide discussions with VIVA and peer libraries surrounding scholarly publisher contracts and open access. This gives them experience in providing ideas, feedback, and leadership during this important discussion stage of our scholarly publisher and Big Deal issue with the upcoming negotiation of the Elsevier license in 2021.