

Annual Report 2006-2007, VCU Libraries Executive Summary

The VCU Libraries compiled an outstanding record of accomplishment during academic year 2006-07. Three milestone events marked a year crowded with achievements. First, the VCU Libraries completed the first capital campaign in the history of the library system, raising over \$400,000 in private funds to renovate the fourth floor of James Branch Cabell Library and create the new John Mapp Graduate Study and Reading Room. Second, educational and outreach programs enjoyed their strongest year ever, with over 2,000 VCU and Richmond community members attending programs, book signings, and education events unique to the region. Finally, Jean Shipman, Director of Tompkins-McCaw Library, concluded an extraordinarily successful year as President of the Medical Library Association in May 2007. Her highly visible leadership has elevated awareness of the accomplishments and stature of Virginia Commonwealth University throughout the nation.

The 2006-07 academic year sustained and extended gains in collections, services, and productivity from the previous year. With budget improvements over the previous year, the VCU Libraries was able (as in academic year 2005-06) to cover all unavoidable cost increases in journal subscriptions, eliminating reductions in journal subscriptions to stay within budget. Further, the VCU Libraries was able to strengthen library collections to support new research and degree programs, adding new subscriptions and increasing resources for undergraduates, particularly electronic and printed books. Security was upgraded significantly in both main library facilities, and a series of well-received Web-based service innovations came online during the year.

Visits to library facilities continued their year-over-year pattern of growth, up another 4% over the previous year. Since FY00-01, visits have grown from 995,000 yearly to over 1,609,000, up 62% in just seven years. Cabell Library alone had a stunning 186,000 visitors in April 2007, with over 8,000 visitors per day during normal class days. Instructional sessions and information requests also increased 2006-07, a consequence of enrollment growth and the central role of library facilities as a chief destination for academic work at VCU.

Collections

Stronger allocations for library collections and especially for journal subscriptions long have been a priority for the VCU Libraries. It is exciting to report that with budget improvements in 2006-07, collections expenditures exceed \$6 million, an important milestone for a research university library. This historic high supported the addition of 571 journal titles, many targeting science, technology, and health sciences programs at VCU, but some of more general use, including campus-wide access to the *Chronicle of Higher Education*. Collection highlights for 2006-07 include:

- No journal cancellations: Budget support to cover unavoidable cost increases from publishers allowed the VCU Libraries to maintain current subscriptions and add new subscriptions.
- Expanded journal holdings: With new subscriptions, the VCU Libraries now holds 17,500 subscriptions. With full-text database services, the VCU Libraries provides additional access to articles in over 18,600 journals.
- Added over 40,300 electronic book titles: With these new titles, electronic books now make up nearly 10% of the book collection of the VCU Libraries.

- Acquired new Web-based resources: new reference and database tools in world statistics, business, health sciences, and basic sciences were added during the year, as well as the BIOSIS online journal archives.
- Grew collections by 78,202 titles, adding 92,164 volumes (print and electronic) to the collection. The total volume count for the VCU Libraries is now over 1.9 million.

Budget developments

The 2006-07 budget boosted library funding by about 5%, adding \$710,000 to the permanent base budget. (The budget also converted \$250,000 of existing funding from Facilities and Cost Recovery (FACR) lines to permanent Educational and General (E&G) lines.) Of this amount, the VCU Libraries allocated 58% to library collections, about 35% to services and staffing, and 7% to eliminate revenue requirements for photocopy services. Stronger funding was visible in library benchmark metrics reported to the Association of Southeastern Research Libraries (ASERL) for 2005-06. The VCU Libraries' standing rose from 23rd to 18th out of the 36 participating southeastern research libraries in total expenditures, placing it at the bottom of the second quartile of the rankings. The VCU Libraries' ranking has risen from 32nd in 2003-04, and continues to closely trail George Mason University among library expenditures at Virginia institutions of higher education.

Facilities and physical plant enhancements

Substantial improvements were made to library facilities in 2006-07. The successful conclusion of the VCU Libraries' first capital campaign raised over \$400,000 in private funds to renovate the fourth floor of Cabell Library, including a \$200,000 grant from a private Richmond foundation and over \$200,000 from 638 individual donors. In addition, the Office of the Provost contributed \$200,000 and the VCU Libraries another \$100,000 to the project, for a total investment of over \$700,000. Renovations began in February 2007 and will finish by September 2007. The renovated facilities include:

- Upgraded seating and space for about one-quarter of the fourth floor of Cabell Library;
- The new John Mapp Graduate Study and Reading Room, the first such space at VCU for graduate students and faculty;
- Improved and more secure space to house, display, and use the VCU Libraries' nationally-prominent collections of book art, comic art, manuscripts and other rare material;
- Exciting renovations to the historic James Branch Cabell Room, restoring the Room to its rightful place as one of VCU's most dignified and distinguished meeting and retreat spaces.

In addition to its contributions to these renovations, the Office of the Provost also allocated over \$300,000 to the VCU Libraries to upgrade furnishings in library facilities. The majority of these funds replaced a substantial portion of the 1970s vintage furniture in Cabell, much of it damaged or in deteriorated condition. Judicious design of the replacements gained 150 new seats for students in the same space occupied by the older furniture. The new furniture design reinforces the innovative zoning divisions throughout Cabell Library, providing furniture conducive to quiet work in designated quiet areas, with tables and work spaces for group study in designated areas.

The VCU Libraries experienced a potentially dangerous event in January 2007 with the collapse of several shelving ranges in Tompkins-McCaw Library. Thankfully the collapse occurred on Martin Luther King Day and was discovered by staff the following morning. Once again the Office of the Provost stepped in with \$60,000 to cover the cost of reconstructing the stacks and to carry out a comprehensive inspection of all the stacks in Tompkins-McCaw and Cabell. Together with contributions for the Cabell

fourth floor renovations and for furnishings, the Office of the Provost invested a total of \$560,000 in non-recurring funds in library facilities during academic year 2006-07.

VCU Dining Services, working closely with the VCU Libraries, ARAMARK Inc. (VCU's dining services contractor), VCU Facilities Planning, and Starbucks Inc., developed a proposal to renovate the existing Java901 coffee service into VCU's first on-campus, fully licensed Starbucks. The renovation plans were approved and the new Starbucks opened in March 2007. It is among the largest Starbucks in the region and one of fewer than 12 nationally that are located on college campuses. It has enjoyed immense success; students particularly have been grateful for the longer hours and much greater variety of beverages.

Building security has long been a priority for the VCU Libraries. New security features for Cabell finished in summer 2006 included cameras at library entrances and at the Starbucks service, card-key door locks connected to the VCU Police building security system, and local card-key locks for secure access inside library buildings. Plans for similar security upgrades at Tompkins-McCaw Library were completed in spring 2007 and will be implemented during the 2007-08 academic year.

In addition to upgrading security systems, the VCU Libraries strengthened its security staffing in January 2007. Two full-time security staff now provide a greater security presence in Cabell Library, supplemented by additional part-time security staff. The improved staffing has extended hours of security coverage, and full-time permanent security employees have brought a new level of professionalism and authority to addressing security concerns in Cabell Library.

The opening of the Hunton Student Center in February 2007 highlighted the VCU Libraries in two ways. First, the new student center includes the Hunton Learning Center, a teaching and research facility for students and faculty operated by the VCU Libraries. The Hunton Learning Center includes computers and facilities for accessing digital library collections, teaching about library resources, and providing help for students and faculty in their research projects. Second, the new exhibit illustrating the history of the MCV Campus is based upon research performed by the Tompkins-McCaw Library staff.

Instruction and service growth and improvements

The VCU Libraries continued its strong building hours for both library facilities in 2006-07. The "Library Lite All Night" initiative opens Cabell Library around the clock during exam periods; over 6,900 students took advantage of 24x7 services in 2006-07, up 42% over the previous year.

Demand for library instruction classes grew significantly during 2006-07. The library system provided over 1,210 instruction sessions, an increase of over 35% from the previous year, with 31,830 attendees, up 25% from 2005-06. Staff answered over 39,000 inquires at reference desks, via email, and via the interactive Web-based help service Ask-A-Librarian. Tompkins-McCaw Library continued its extraordinarily popular NCBI instruction program.

Information systems

The VCU Libraries again implemented substantial enhancements to its information systems in 2006-07. New self-service capabilities installed as part of the upgrades led to a dramatic increase in requests from users to find or retrieve library collection items that are checked out or that users cannot locate: 12,347 requests in 2006-07 compared to only 4,588 in 2005-06. Four notable accomplishments marked the year:

- The VCU Libraries introduced a new Web site design in fall 2006, roughly matching the schedule for the University's new Web site. The new site moved high-use features of the previous site to more

easily accessed locations; added new search, discovery, and service functions; highlighted key collections and services of the VCU Libraries; and introduced an improved color and design schema.

- A new version of the Aleph library information system, which manages the online catalog, library acquisitions processing, circulation, and other tasks, came online in spring 2007. The VCU Libraries also expanded XML integration and services to the VCU portal for My Library Record and BlackBoard. VCU's library system remains one of the few research libraries that has accomplished such integration into University-wide information systems.
- The VCU Libraries strengthened its ability to store, archive, find, and view digital library materials of all kinds during 2006-07. The installation of both DSpace and ContentDM software implements a two-prong strategy for long-term storage of digital assets and for creating powerful discovery and manipulation tools to use these collections in the classroom and for research. Digital collections include oral histories, postcard collections depicting early Richmond, and videotaped interviews of leading civil rights activists in Virginia, among others.
- The VCU Libraries brought online the first 45 of 263 PBS television specials via VCU's streaming video server in spring 2007. The entire collection will be available by early fall 2007. Purchased by the Virtual Library of Virginia (VIVA), the collection is one of the first consortia efforts anywhere to provide state-wide access to important digital video content. It includes a wide range of materials, from Ken Burns documentaries to science-focused programs. Staff from the VCU Libraries created much of the cataloging for these videos, which will be added to library catalogs throughout Virginia.

Strategic Assessment and Budget Planning

The VCU Libraries Strategic Plan, completed in February 2006, uses balanced scorecard methodology to integrate user input, assessment, and strategic visioning into a single planning instrument. Among the many assessment measures described in the Plan, the LibQUAL+ nationally-normed survey has a prominent role. Analysis of results from the spring 2006 Survey (1,602 surveys returned from students, faculty, and staff for a response rate of 15.76%), was completed in fall 2006 and revealed both heartening progress and ongoing areas of concern. While library services continued to earn good scores, those surveyed registered strong dissatisfaction with library collections and the quality of library space at VCU. Both the Strategic Plan and the LibQUAL+ survey analysis are available on the VCU Libraries' Web site.

The VCU2020 Vision for Excellence Strategic Plan includes a specific commitment and goal related to the VCU Libraries:

“Theme II, initiative 3: Accelerate the VCU Libraries expansion and support in recognition that libraries are the foundational underpinning of the University's commitment to excellence and to its goals for growth and quality enhancement in its undergraduate and graduate programs, and in its research enterprise.”

The results of the LibQUAL+ Survey, combined with the goals articulated in the VCU Libraries Strategic Plan and the VCU 2020 Strategic Plan, guided the 6-year budget request submitted by the VCU Libraries in December 2006. If fully implemented, the new budget plan will realize the vision set forth in Theme II, Initiative 3 of the VCU2020 Plan and establish a top-100 ranking among research libraries for the VCU Libraries by 2012. The budget plan emphasizes investment in library collections as its first priority. The plan also includes a proposal to create an off-campus storage facility to hold lesser-used library materials, freeing more space in Cabell Library on campus for student use.

Private funding, promotion, and cultural programs

Working closely with University Advancement staff, the VCU Libraries' successfully concluded its first capital campaign in December 2006 to fund renovations of the fourth floor of Cabell Library (see above). In spring 2007 the VCU Libraries began a sustained effort to strengthen its Friends of the Library Board and grow private fundraising partners and advocates. Going forward, the fundraising for the VCU Libraries will focus on endowments for collections and on funds for a much-needed addition to Cabell Library, along with renovation funds for both library buildings.

Educational and cultural programs that raise the profile of the VCU Libraries among the donor community extended their record of success from the previous year. These programs drew over 2,000 attendees from the VCU and larger Richmond communities.

- **Brown-Lyons Lecture and Cabell Lecture:** The VCU Libraries and the Center for Judaic Studies hosted the 22nd Brown-Lyons Lecture on March 22, 2007. Dr. Jack Spiro's lecture "Monkeys, Genesis, and Jews: The Darwinian Impact on Judaism" attracted a record audience of over 450 people. The 21st Annual Cabell Lecture on April 11 featured Pulitzer Prize-winning editorial cartoonist Doug Marlette.
- **Black History Month observance:** The VCU Libraries marked its fourth Black History Month observance in February 2007 with four events.
 - A book signing with Seldon Richardson and Maurice Duke recognizing the publication of their work *Built by Blacks*, which details the impact of African-American builders and architects on Richmond's landscape.
 - Elaine Brown, former leader of the Black Panther Party, author, and political advocate, spoke at VCU on February 9 in an event co-sponsored by the VCU Libraries, VCU Student Affairs, and others. A crowd of 200 heard a provocative, engaging, and often humorous presentation.
 - The Langston Hughes Project, a two-day event including a lecture and performance, visited VCU on February 22-23, co-sponsored by the VCU Libraries, VCU Jazz Studies, African-American Studies, the Department of English, and others. The visit held special significance for Richmond, since Langston Hughes' first trip to the South was a November 26, 1926, reading in Richmond.
 - On February 26, Elvatrice Belsches lectured on the history and impact of the Leonard Medical School, whose graduates made major contributions to Richmond and Virginia.
- **Technology Days:** Sponsored by the Tompkins-McCaw Library, the VCU Libraries, VCU Technology Services, and others, Technology Days 2007 was held on April 11 and April 12. Speakers and programs addressed how emerging technologies impact research, teaching, and patient care. The opening keynote speaker, Joan Lippincott from the Coalition for Networked Information (CNI), focused on the role of technology in teaching and learning for Net Gen students. The closing keynote featured a dialog with Jimmy Wales, the founder of Wikipedia. The April 11 sessions were held at the Student Commons on the Monroe Park Campus; the April 12 sessions were held at Tompkins-McCaw Library on the MCV Campus.

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Contributions to the Institution**

- SP I-3
 - Focused investments through integration of planning and assessment: Implemented VCU Libraries Strategic Plan, developed in 2005-06 using the balanced scorecard methodology. The Plan integrates user input, assessment and strategic visioning in a single instrument, with objectives in six strategic areas: User Services, Research & Scholarship, Education & Advocacy, Physical Environment, Development & Financial, and Staff/Staffing. Each initiative in the Plan incorporates evaluation metrics and benchmarks for assessing impact, and the Plan requires an annual review on progress using these metrics and benchmarks.
 - Improved assessment data: The results from the LibQUAL+ nationally-normed in spring 2006 were fully analyzed and posted to the VCU Libraries Web site. A number of the metrics in the survey are important to the Strategic Plan assessment requirements. Also, new, much more accurate door counters were brought online in June to measure building use.
 - Refined search procedures and position descriptions to attract the best qualified, most diverse candidate pool
 - Identified and began implementing key initiatives to sustain fund-raising after the close of the capital campaign for the 4th floor of Cabell Library in February 2007. Among these initiatives are continued improvements to already successful lecture series, eliminating unproductive programs and initiatives, and strengthening donor cultivation. By the close of the fiscal year, three core initiatives for private funding development in 2007-08 had been identified: an addition to Cabell Library; renovations to both buildings; and endowments for library collections.
 - Digital asset management plan: Established a plan and focus for digital asset development and management. The plan calls for new discovery tools and permanent, archival-level storage for digital collections and digitized subsets of distinctive print collections held by the VCU Libraries (especially oral history and local records), University records, and electronic theses and dissertations.
 - Improved management of library and access to resources: Reduced processing time for materials by 30%. Added catalog access for 500 titles representing 8,000 comic book titles in Special Collections and Archives. Improved access to electronic journals by updating holdings and continuing to convert print titles to electronic.
- SP II-1, II-3, II-5, II-6, II-7, II-10
 - Articulated budget plan and vision for Theme II, Initiative 3: This element of the VCU2020 Strategic Plan states that VCU should “Accelerate the VCU Libraries’ expansion and support...” The 6-year budget plan in December 2006 describes how VCU can meet this goal over the next 6 years by establishing a funding base for the VCU Libraries that brings it to among the top 100 academic research libraries in the U.S. and provides funding comparable with its peers. The budget plan targets significant investments in library collections; strengthening of staff and especially digital services; and establishes how VCU can alleviate crowded library facilities by creating off-site storage for lesser-used library materials.

- Invested budget improvements with an eye to meeting greatest expressed need: Budget growth in 2006-07 was directed primarily to library collections, addressing needs identified by the VCU community through the LibQUAL+ survey and other mechanisms.
 - › Expanded research journal collections: Negotiated access to all Wiley Interscience journal titles, increasing access from 130 titles to 395 titles for the renewal cost of 130 titles. Renewed 176 other journal titles. Secured campus-wide access to electronic version of *Chronicle of Higher Education*. The VCU Libraries now provides 17,488 regular serial subscriptions; with full-text database services, the VCU Libraries provides additional access to articles in over 18,600 journals.
 - › Major additions to other research collections: Added 40,300 e-book titles from Safari, Knovel, ebrary, netLibrary VI, and ACLS Humanities E-Book Project. Electronic books now total slightly over 10% of all book holdings. Added six digital reference databases in world statistics, historical statistics, business, health sciences, and sciences procured. Acquired BIOSIS archives back to 1969. Purchased direct online access to Inter-University Consortium for Political and Social Research (ICPSR) data sets and tools, along with full cataloging.

- Major progress in improving library facilities
 - › Completed capital campaign for renovation of the 4th floor of Cabell Library, raising \$400,000 in private funding, complemented by \$200,000 from the Office of the Provost and \$100,000 from the VCU Libraries. Renovations include upgraded seating; the new John Mapp Graduate Study and Reading Room; improved and more secure space for Special Collections; and renovations to the historic James Branch Cabell Room. Renovations began in January 2007 and will finish in September 2007.
 - › Replaced damaged and deteriorated furnishings: With funding provided by the Office of the Provost, replaced a substantial portion of 1970s-era furnishings in Cabell Library and upgraded furnishings in the Group Study Room and general seating areas in Tompkins-McCaw Library. The replacements in Cabell Library gained 150 new seats for students in the same space occupied the older furniture. They also reinforce innovative zoning divisions throughout Cabell that help meet student needs for diverse study and work conditions.
 - › New fully-licensed Starbucks: The VCU Libraries, ARAMARK Inc. (VCU's dining services contractor), VCU Facilities Planning, and Starbucks Inc., upgraded the very successful Java901 coffee service into VCU's first on-campus, fully licensed Starbucks in March 2007. It is among the largest Starbucks in the region and one of fewer than 12 nationally that are located on college campuses. Students have made heavy use of the service and appreciate longer hours and greater variety of beverages.
 - › Revitalized Cabell Library group study: Partitioned Cabell Library's Group Study Area with wall units discarded during the Java901 upgrade. The changes reduced noise throughout the facility and improved the aesthetics of the previously open room.
 - › Shelving repairs: Following the collapse of some shelving ranges in Tompkins-McCaw Library in January 2007, the Office of the Provost funded repairs to the collapsed shelves and other at-risk shelving in Tompkins-McCaw. In addition, a full inspection of shelving in both libraries uncovered at-risk areas in Cabell Library that will be addressed in 2007-08.

- › Hunton Learning Center: The VCU Libraries partnered with VCU Student Affairs and others to design a library and learning space operated by Tompkins-McCaw Library in the new Hunton Student Center. The Hunton Learning Center is a high technology library space skillfully blended into the careful renovations of the historic Hunton Student Center.
 - › Upgraded wireless capabilities: The wireless network plant in both library facilities was significantly upgraded in 2006-07 to increase capacity and reliability. Complaints about wireless access problems showed a dramatic decline after the improvements.
- Greatly strengthened security: Recruited two full-time security guards (using funds from the VCU Libraries' personnel budget) to expand hours of security coverage at the entrance of Cabell Library and to better monitor behaviors inside Cabell. Part-time security coverage also remains in the library budget to augment full-time coverage. The majority of Cabell's open hours are now covered by security personnel. Security for Tompkins-McCaw Library is provided entirely by part-time security personnel. New security enhancements started in 2005-06, including cameras and door controls, were completed and brought online.
- Initiated service culture enhancements: Although service delivery had the most positive scores in the spring 2006 LibQUAL+ survey, the VCU Libraries initiated a new service improvement initiative to further improve the service experience of the VCU community. A Service Culture Enhancement Plan was developed, articulating eight initiatives in support of six goals aimed at improving the service experience of users. Five of the eight initiatives were launched during 2006-07; the remaining three will take shape in 2007-08.
- Strengthened undergraduate outreach: The VCU Libraries worked closely with other units to expand its welcome to and support of undergraduate students. The Cabell Library Undergraduate Library Advisory Committee (CLUAC) entered its second year in 2006-07 and used the experience of its first year (2005-06) to improve its work. CLUAC created a new newsletter, *The Bottom Line*, which promotes library collections, services, and programs. The newsletter is posted in restroom stalls throughout Cabell Library. Staff participated in the selection committee for the 2006-07 and 2007-08 Summer Reading Program. For both the 2006 selection, *Freakonomics*, and the summer 2007 selection, *Nickel and Dimed*, the VCU Libraries created promotional displays in both libraries and a web site with reviews, podcasts, reading groups, and related materials. In addition, both libraries provided a special display for circulating copies of the selections. A new Student Study Skills area was established on first floor of Cabell Library and a virtual "University College Collection" established in the online catalog to support University undergraduate student initiatives. Additional library materials funds were directed to acquire basic collection materials to support the University College.
- As in 2006, VCU librarians crafted VCU's comprehensive Constitution Day Web site for September 17, 2007. The VCU Libraries also distributed free copies of the U.S. Constitution; created a video montage on the Constitution that ran in a continuous loop on large-screen video monitors in both libraries; hosted a video program featuring Supreme Court justices Sandra Day O'Connor and Stephen Breyer answering questions about the Constitution; and promoted related Constitution Day events at VCU.
- SP III-2, III-3, III-8, III-9, III-10, III-11, III-13
 - Jean Shipman, Director of Tompkins-McCaw Library, served as President of the Medical Library Association during 2006-07. Her highly visible leadership provided many opportunities for media exposure of VCU in both the popular and professional press, and clearly improved

awareness of Virginia Commonwealth University among many communities. Her distinguished professional stature also has helped the VCU Libraries attract strong professional talent to its faculty ranks.

- Continued diversity emphasis: Improved language in vacancy postings for faculty positions implemented in 2005-06 was further refined in 2006-07. Applicant pools were notable for their diversity. The University Librarian again was a member of the University's Diversity and Equity Committee, and participated in the subcommittee responsible for developing, applying and analyzing a major University-wide survey on diversity and work environment.
 - Implemented staffing plan: The staffing plan developed in 2005-06 was implemented through recruitments and restructuring during 2006-07. The VCU Libraries created and recruited several new positions, fully committing its existing and planned personnel budget for 2006-2008. In addition, three major organizational changes took place. First, Research and Reference Services was restructured to become Research and Instructional Services (RIS), with five newly-defined units. Second, Education and Outreach was restructured to become Outreach and Distance Education. Finally, Tompkins-McCaw Library was reorganized into four major units, accompanied by the creation of a deputy director position. These changes reshaped the staffing profile for major services and outreach in the VCU Libraries to meet emerging needs on both campuses.
 - Technology innovations: The VCU Libraries continued as a leader among research libraries in implementing new and improved uses of blogs, podcasts, social networking software, online instruction tools, and email lists to reach and help students. The VCU Libraries created a new Web site design that introduced significant improvements in usability and a new design schema. A new version of the Aleph library information system came online in spring 2007, and included expanded XML integration and services to the VCU portal for My Library Record and BlackBoard. VCU's library system remains one of the few research libraries that has accomplished such integration into University-wide information systems. A new version of the ILLiad interlibrary loan system provided self-service features that resulted in a dramatic increase in borrowing requests from other libraries. As a result, for the first time in its history the VCU Libraries in 2006-07 borrowed more materials than it lent to other libraries.
 - Innovative media and online digital asset management infrastructure: The VCU Libraries brought online the first 45 of 263 PBS streaming digital videos acquired through the Virtual Library of Virginia (VIVA). The VCU Libraries staff provided much of the cataloging for these materials, which will be added to library catalogs throughout Virginia. In addition, the VCU Libraries strengthened its services to help faculty migrate older media to new formats, such as VHS to DVD, for use in classroom and online environments.
- SP IV-2, IV-7, IV-8, V-1, V-2
 - School of Public Health collections development and research assistance: The VCU Libraries initiated a very focused assessment of the library needs of VCU's developing School of Public Health in 2006-07. Specific investments for collections related to the program were made, and staff developed a design to support extensive, personalized research assistance for new faculty in the school that is extensible to other schools and efforts on the MCV Campus.
 - Clinical and Translational Science grant proposal: Staff began work on supporting documents for the Center for Clinical and Translational Science that describe how the VCU Libraries can strengthen VCU's upcoming submission for the CTSA grant. Proposals from the VCU Libraries

will be refined in early 2007-08 for incorporation into the final grant proposal, but it appears that health outreach initiatives operated by Tompkins-McCaw Library may have an important role.

- Community and consumer health outreach: Tompkins-McCaw Library staff strengthened and refined VCU's overall model for community and consumer health information outreach in 2006-07. COIN, the Community Outreach Information Network, was more formally defined as a collaboration of four VCU consumer health resource centers which provide consumer health information directly to the public: CHEC, operated by the VCU Libraries, the MCV Hospitals Auxiliary, and the VCU Health System; the Linen Powell Resource Library, operated by the Massey Cancer Center; the Charlotte K. Roberts Women's Health Resource Center at Stony Point; and the Massey Cancer Center's Patient Resource Center at Stony Point.
- Community events: The VCU Libraries' lecture and outreach efforts enjoyed record success in 2006-07. The Cabell Lecture and Brown-Lyons Lecture drew large audiences, and the four Black History Month events resulted in record attendance. Technology Days recruited nationally-known leaders in information technology as speakers. The Brown-Lyons Lecture in particular cemented its place as a touchstone spring event for many in the Richmond community.
- Oral history progress: Among others, the VCU Libraries added oral history interviews from Dr. Francis Foster, retired Jackson Ward dentist and long-time faculty member of the Schools of General Practice and Dentistry, and Dr. Grace Harris, retired Provost and head of the Grace Harris Leadership Institute. All oral histories have been digitized and will be available online.
- Archives of the New Dominion grant progress: Over 40 collections have been received as a result of the NHPRC-funded Archives of the New Dominion initiative. Included in the material gathered in 2006-07 were the papers of St. Paul's Baptist Church, a historically African-American church with over 10,000 members; the records of the Virginia Sexual and Domestic Violence Action Alliance; a collection of photographs of the historic Jackson Ward district; and the files of the Commonwealth Coalition, the lobbying arm of Equality Virginia.

Annual Report 2006-2007, VCU Libraries Highlights

- **Stronger collections:** Collections expenditures in 2006-07 exceeded \$6 million, an important milestone for a research university library. Budget support for unavoidable cost increases from publishers allowed the VCU Libraries to maintain current subscriptions and add 571 new journal titles to its subscription base. In addition, 40,300 electronic book titles were added to the collections, bringing total electronic books to nearly 10% of all book holdings. The VCU Libraries added 78,202 titles and 92,164 volumes (physical and electronic) to the collections. Total volume count for the VCU Libraries is now over 1.9 million.
- **Improved library facilities:** Substantial improvements were made to library facilities in 2006-07. Renovations of the 4th floor of Cabell Library began in January 2007 and will be finished by September 2007. The renovations will upgrade seating and space for part of the 4th floor; create the new John Mapp Graduate Study and Reading Room; improve space and security for book art, comic art, manuscripts, and other special collections; and restore the historic James Branch Cabell Room. In addition, 1970s vintage furnishings throughout Cabell and Tompkins-McCaw Library were replaced, using funding provided by the Office of the Provost. The new furnishings have a high impact on the appearance of Cabell Library, and add 150 seats to the building in the same footprint as the old furnishings. The Java901 coffee café in Cabell Library was renovated and opened as a fully licensed Starbucks in March 2007. Students have been very pleased with its longer hours and full selection of Starbucks beverages.
- **Use of library facilities:** Students and faculty continued to make heavy use of library facilities, with user counts growing to 1,609,000, a 62% increase from academic year 2000-01. Cabell Library alone welcomed a stunning 186,000 visitors in April 2007, with a gatecount of 372,000 and over 8,000 visitors per day on normal class days. The “Library Lite All Night” 24-hour service during exam periods supported over 6,900 students.
- **Successful fund-raising and cultural programming:** The VCU Libraries successfully concluded its first capital campaign in December 2006, raising \$400,000 from 638 individual donors for renovations of the 4th floor of Cabell Library. Educational and cultural programs enjoyed their most successful year in the history of the VCU Libraries, attracting over 2,000 attendees for a series of events. The Brown-Lyons Lecture broke attendance records with over 450 people to hear Dr. Jack Spiro’s lecture “Monkeys, Genesis, and Jews: The Darwinian Impact on Judaism”.
- **Information systems improvements:** Substantial enhancements to information systems for users in 2006-07 included new self-service capabilities for requesting materials, a new version of the Aleph library information system, expanded integration with BlackBoard and the VCU portal, and a new library web site. The VCU Libraries brought online the first 45 of 263 PBS television specials provided by the VIVA initiative via VCU’s streaming video server. VCU remains in the forefront of academic libraries in its integration of services with other enterprise systems at the University, and in its rapid adoption of new software releases for its library information system.
- **Services to undergraduates and research investigators:** Instructional sessions and information requests increased significantly in 2006-07, a consequence of enrollment growth and the central role of library facilities and resources in academic life. The library system provided over 1,210 instruction sessions, up 35% from the previous year, with 31,830 attendees, an increase of 25% from 2005-06. The Cabell Library Undergraduate Advisory Committee (CLUAC) entered its second year of operation. Among its many contributions, it created *The Bottom Line*, a newsletter that promotes library collections, services, and programs, posted in restroom stalls throughout Cabell Library.

- Archives of the New Dominion: The Archives initiative collects materials documenting the recent history of minority and activist communities in Central Virginia. Notable materials added to the collection in 2006-07 include the papers of St. Paul's Baptist Church, a historically African-American church with over 10,000 members, and the records of the Virginia Sexual and Domestic Violence Action Alliance, among others. In addition, the oral history program, working closely with the Archives initiative, added key oral history interviews during 2006-07, including interviews with Dr. Francis Foster and Dr. Grace Harris.
- Strategic assessment and budget planning: The VCU Libraries completed analysis of the LibQUAL+ spring 2006 survey in fall 2007. Results revealed that while library services continued to earn good scores, those surveyed registered strong dissatisfaction with library collections and the quality of library space at VCU. The 6-year budget plan completed in December 2006, if implemented, will realize the vision set forth in Theme II, Initiative 3 of the VCU2020 Strategic Plan and will establish a top-100 ranking among research libraries for the VCU Libraries by 2012.
- Consumer health outreach: Tompkins-McCaw Library staff strengthened and refined VCU's overall model for community and consumer health information outreach in 2006-07. COIN, the Community Outreach Information Network, was more formally defined as a collaboration of four VCU consumer health resource centers which provide consumer health information directly to the public. The COIN initiative continued to gain visibility in the Commonwealth as a model for delivering consumer health information to underserved communities.
- Jean Shipman's term as President of the Medical Library Association: Ms. Shipman's leadership of MLA improved awareness of Virginia Commonwealth University among many communities. Importantly, her distinguished professional stature has helped the VCU Libraries attract strong professional talent to its faculty ranks.
- Recruitment of library faculty: The VCU Libraries continued to attract exceptionally strong applicant pools for faculty positions and successfully recruited five new librarians with exemplary credentials and strong records of success, including four female and two male applicants. New faculty joining the VCU Libraries in 2005-06:
 - Jennifer Darragh, Reference Librarian for Social and Behavioral Sciences
 - Kristina Keogh, Reference Librarian for the Arts
 - John Glover, Reference Librarian for the Humanities

These three positions at Cabell Library join others in Research and Instructional Services to form a team of liaison and instruction librarians covering most subject disciplines on the Monroe Park Campus. Prior to 2006-07, the VCU Libraries did not have full-time reference and instruction librarians supporting either humanities, one of VCU's largest enrollment areas, or the School of the Arts, one of VCU's most prestigious programs. These librarians will provide much stronger instructional outreach, curriculum support, and research assistance for faculty and students in related programs on the Monroe Park Campus. The VCU Libraries is hopeful that future budget allocations will support a Reference Librarian for Engineering to complete the team.

 - Alan Williams, Educational Services Librarian
 - Kyla Tew, Digital Content Librarian

These two positions at Tompkins-McCaw Library strengthen educational services for the MCV Campus and bring new capabilities for digital content management, including access to electronic journals for faculty and students.

- Patricia Flanagan, Associate University Librarian for Public Services: This is a senior-level administrative position for the VCU Libraries with responsibility for all public service and educational outreach on the Monroe Park Campus. Media and Reserve Services, and Special Collections and Archives, also report to this position. This recruitment fills a major vacancy that had existed for nearly a year after the departure of Sarah Watstein, and forms part of the senior leadership team for the VCU Libraries system.

Annual Report 2006-2007, VCU Libraries
Teaching Activities

1. numbers of students graduated: N/A
2. number of students in each major: N/A
3. grants awarded related to teaching:
 - a. The National Network of Libraries of Medicine, Southeastern/Atlantic Region awarded an Information/Technology Awareness Conference for Health Professionals or Health Consumers Award for \$5000 to host Technology Day 2007, April 12, 2007 at the Tompkins-McCaw Library.
4. major curricula changes
5. new programs/certificates
6. technology changes in classrooms
 - a. Library instructional materials integrated into BlackBoard
 - b. Opened the Student Learning Center in the newly renovated Hunton Student Center in February 2007.
 - c. Created new self-paced tutorials for a wide array of library-related topics using screen recorder software and streaming audio, readily linked into BlackBoard and the VCU portal.
7. textbook publications/contributions
8. teaching and program collaborations
 - a. April 12, 2007 Technology Day, Tompkins-McCaw Library included 336 sessions with 4,663 participants.
 - b. 879 classes and workshops on library resources, including 8 for distance education programs and 62 new sessions.
 - c. Dan Ream, in collaboration with the VCU Center for Teaching Excellence, conducted sessions on "Open Access Publishing & Scholarly Communication Issues," April/May, 2007.
 - d. Dan Ream, in collaboration with the VCU Center for Teaching Excellence, offered brown bag lunches on web fluency for VCU faculty and students, February-April, 2007.
9. retention efforts and documented successes
10. service-learning courses (courses designated as service-learning on the schedule of classes and approved by UUCC) or community-based learning courses (both undergraduate and graduate courses that have community-based learning activities (e.g., community-based
11. student engagement initiatives
 - a. April 12, 2007 Technology Day, Tompkins-McCaw Library
 - b. 879 classes and workshops on library resources, including 8 for distance education programs and 62 new sessions.
 - c. Black History Month programs
 - d. Cabell Lecture and Brown-Lyons Lecture
12. faculty development activities
 - a. April 12, 2007 Technology Day, Tompkins-McCaw Library
 - b. TML offered open workshops and classes on library resources, including a re-vamped LunchNLearn series and 112 sessions open to faculty.
13. Other Teaching Activities:
 - a. Ngoc-My Guidarelli taught French 201 for the VCU School of World Studies (Fall 2006 and Spring 2007)
 - b. Ngoc-My Guidarelli gave a presentation on traditional Asian medicine for a brown bag lunch on the MCV campus
 - c. Lawrence McDonough presented a training session on MacroExpress for University of Virginia cataloging staff
 - d. Ibronke Lawal taught CLSC 608: Collection Development for the School of Library and Information Science, Catholic University of America. (Fall 2006 and Spring 2007)

- e. Susan Teague-Rector taught a 3 credit hour graduate level course, Information Systems for Libraries & Information Centers for Catholic University of America during spring 2007 semester. Jimmy Ghaphery, Sam Byrd, and An Liu all served as guest lecturers.

Annual Report 2006-2007, VCU Libraries Research and Scholarly Activities

The faculty and staff of the VCU Libraries continued a very high level of activity in publication, presentations, and professional service in 2006-07.

Papers and presentations

Bosman, Renée. "In Pursuit of Patents," presented at the Virginia Library Association annual Conference, Williamsburg, Virginia, November 2006.

Byrd, Sam. Presentation at VCU Technology Days 2007: "ETD@VCU: Transforming Graduate Education and Research."

Cary, Karen. Speaker at the third annual Society for Scholarly Publishing focus group: Role of Librarians in the 21st Century.

Chenault, Nell. "New Films for New Research: Films from VCU Libraries' Collection," Virginia Library Association Annual Conference, Williamsburg, Virginia, November 2006.

Darragh, J. (2007). "NAFTA @ 13: Unruly teen or happily ever afta." [Delivered U.S. content; Presentation URL: <http://sla.dsoc.googlepages.com/Darragh2007NAFTA.pdf>]. Special Libraries Association (SLA) Annual Conference, Denver, CO.

Darragh, Jennifer, Murray, Tara and Kiet Bang. "Library @ Your User: A Case Study Using New Technologies to Extend the Reach of the Library." Association for Population/Planning Libraries and Information Centers-International (APLIC-I) Annual Conference, Los Angeles, CA. 2006

Darragh, Jennifer and Woods, Stephen. "Networking in the University Environment: Building Bridges from the Bottom Up." International Association for Social Science Information Service and Technology (IASSIST) Annual Conference, Ann Arbor, MI. 2006

Bang, K. & Darragh, J. (2007). "When data aren't open: Restricted-use data: Trials, tribulations and triumphs. [Conference Paper, Session D3: Data Access Questions: Open and Shut" - <http://www.edrs.mcgill.ca/IASSIST2007/program.htm#D3>]. International Association for Social Science Information Service and Technology (IASSIST) Annual Conference. Montreal, Quebec, Canada.

Farley, Kevin: Appointed to review books in the areas of English Renaissance literature, critical theory, and rhetoric for *CHOICE: Current Reviews for Academic Libraries*.

Flanagan, Patricia. Grace Harris Leadership Institute [VCU], participant.

Ghaphery, Jimmy: Moderator for session on patron privacy issues at ELUNA (Ex Libris Users of North America) National Conference.

Glover, John. "Telling Stories to Get the Job." *Discarder*, June 2007. [Available online at: http://www.liscareer.com/glover_stories.htm]

Hibben, Yuki: Completed four reviews for *CHOICE*.

Jones, Shannon. "Library Technology Companion: A Basic Guide for Library Staff [Book Review]." *Journal of the Medical Library Association*, 2007 April; 95(2): 211.

Jones, Shannon. "Bring Out the Leader in You!" New Members Column, *MLA News*, no. 394. March 2007.

Jones, Shannon. Panel moderator. "The Original Wireless Network: Involvement and Networking within Professional Organizations." ALA Annual Conference, June 24, 2007.

Jones, Shannon. Selected as a 2007-2008 Fellow for the Leadership and Career Development Program, Association of Research Libraries. Medical Library Association scholarship recipient.

Jones, Shannon. Panelist. "Changing with the Times: The Multigenerational Workforce." MLA Annual Meeting, May 21, 2007.

Keogh, Kristina and John Glover. "Collaborating with Colleagues: Promoting Visual Literacy Across the Curriculum," electronic poster, ALA Annual Conference, Washington, D.C., June 2007. [Abstract and poster available at: <http://eye2i.wordpress.com>]

Kirlew, Peter W. "Enhancing Synchronous Online Library Instruction Services In Blackboard Using the Wimba Live Classroom System." Special Libraries Association Annual Meeting, Denver, Colorado, June 2007. [Available online at: <http://www.sla.org/pdfs/sla2007/kirlewonlinelibrinstrsvcs.pdf>]

Kirlew, Pete, Bettina Phifer and Jill Stover. "More Than Just Noise: Library Podcasts that Teach," Virginia Library Association Annual Conference, Williamsburg, VA. 2006.

Kirlew, Peter W. "Utilizing a Classroom Personal Response System for Academic Library Instruction in the Sciences," poster presentation, Special Libraries Association Annual Meeting, Denver, Colorado, June 2007.

Lawal, Ibrionke O. (2007) "Electronic reference works and library budgeting dilemma." *The Acquisitions Librarian*, 19 (1/2), 47-62.

Lawal, Ibrionke O., signed a contract with Chandos Publishing for a book, due in 2008; working title: *Library and Information Science Research in the 21st Century: A Guide for Practicing Librarians and Students*.

Lawal, Ibrionke O. (2007) "Women in science and engineering: Politics of gender." *Proceedings of the American Society for Engineering Education 114th Annual Conference & Exposition*, Honolulu, Hawaii, June 23-27, 2007.

Leisey, Monica, Jean P. Shipman. "The Journey Project." Poster for the 2007 Medical Library Association Annual Meeting, Philadelphia, PA, May 20, 2007.

Pathak, Susanna. "The People Side of Implementing a Large-Scale Balanced Scorecard Initiative", ARL Library Assessment Conference, Charlottesville, Virginia, September 26, 2006.

Pathak, Susanna. Co-chaired "Balanced Scorecard: The Results Please", American Library Association Annual Conference, Washington DC, June 23, 2007.

Ream, Dan with Lucretia McCulley. "Who Do You Trust: Wikipedia and the Authority of Anonymous Strangers" at the ACRL National Conference (Baltimore, March, 2007); chosen by Library Journal chose as one of its program "Picks of the Programs" and reported as a "lively session" in Wikipedia a Pariah? Not Really, Say Campus Interviewees
<http://www.libraryjournal.com/article/CA6431237.html?q=acrl+conference>.

Ream, Dan, in collaboration with the VCU Center for Teaching Excellence. "Open Access Publishing & Scholarly Communication Issues," April/May, 2007.

Ream, Dan, in collaboration with the VCU Center for Teaching Excellence. Brown bag lunches on web fluency for VCU faculty and students, February-April, 2007.

Hammond, Patricia A., Jean P. Shipman, Catharine S. Canevari and Barbara A. Wright. "Consumer Health Information Patient Bedside Rounds – A Proactive Role for Librarians." Poster for the 2006 Southern/Mid-Atlantic Chapters/Medical Library Association meeting, Atlanta, GA, October 14, 2006

Kurtz-Rossi, Sabrina, Carla J. Funk, Jean P. Shipman. "MLA Health Information Literacy Research Project." Poster for the 2007 Medical Library Association meeting, Philadelphia, PA, May 23, 2007.

Shipman, Jean P., Catharine S. Canevari, Jill S. Stover, Rachel Gyore. "Librarians as Key Partners in Campus-wide University-Community Initiatives." Poster for the 2006 Southern/Mid-Atlantic Chapters/Medical Library Association meeting, Atlanta, GA, October 14, 2006.

Leisey, Monica, Jean P. Shipman. "Information Prescriptions: Real and Perceived Barriers to Fulfillment." Poster for the 2006 Southern/Mid-Atlantic Chapters/Medical Library Association meeting, Atlanta, GA, October 14, 2006.

Shipman, Jean. "Change is in the Air." MLA Presidential Address, 2007 Medical Library Association Annual Meeting, May 20, 2007, Philadelphia, PA.

Shipman, Jean. "Health Information Literacy Research Project." Invited speaker for AHA Society for Healthcare Consumer Advocacy 2007 annual conference, April 13, 2007, Tucson, Arizona.

Shipman, Jean. "Informationist or Information Specialist in Context: Who is this?" 72nd IFLA World Library and Information Congress, Health and Biosciences Libraries Section, August 21, 2006, Seoul, Republic of Korea.

Stone, Virginia L., Canevari, Catharine S., Jones, Shannon D. "One Stop Shopping for Information Literacy Training." Medical Library Association Annual Meeting, May 21, 2007.

Stover, Jill and Deborah L. Cowles. "Undergraduates' Self-Efficacy Perceptions and their Use of Online Library Research Services." Association of Collegiate Marketing Educators Conference Proceedings (March 2007). Winner of the O.C. Ferrell Marketing Education Award.

Stover, Jill. "Be You; Be Unique: How to Create Competitive Reference Services by Being Strategically Different [Working Title]." *The Desk and Beyond* (Forthcoming; Book chapter).

Stover, Jill. "From Superfluous to Substantive: Marketing that Matters [Invited presentation]." Greater Philadelphia Law Library Association, Philadelphia, PA. June 2007.

Stover, Jill. "Undergraduates' Self-Efficacy Perceptions and their Use of Online Library Research Services" with Deborah L. Cowles. Association of Collegiate Marketing Educators Conference, San Diego, CA. March 2007.

Stover, Jill. "What's Marketing Got to Do With It?: Marketing Trends Present Librarians with Promising Opportunities." *WebJunction* (10/26/06).

Thomas, Shirley R. "Managing Interlibrary Loan in Distributed Work Environments: Issues and Best Practices," *Journal of Interlibrary Loan, Document Delivery and Electronic Reserves*. Scheduled to be published in summer 07.

Thomas, Shirley R. "ILL/DD Best Practices - Scanning," American Library Association, RUSA/STARS Initiative. 2007.

Ulmschneider, John, "Ripple Effects or Core Driver? New Technologies at Research Universities: The Effect on Libraries", Association of Southeastern Research Libraries special workshop, May 2007

Shaw Yu updated/submitted "Media and AV" for the new (16th) edition of *Magazines for Libraries*.

Annual Report 2006 - 2007, VCU Libraries
Public and community service

- **VCU Staff Senate and Staff Senate Walkathon:** VCU Libraries staff have remained active in the VCU Staff Senate. Again in 2007, the VCU Libraries had one of the largest contingent of walkers at the annual Walkathon, and its staff have continued in leadership roles in the Senate.
- **Richmond Vietnamese community outreach:** Ngoc-My Guidarelli again served as adviser to the Richmond Vietnamese Association in 2006-07. She also taught Vietnamese at the Vietnamese Language Center/Hue Quang Buddhist Temple, and served as Vietnamese Board member of the Asian American Society of Central Virginia. Ms. Guidarelli participated in the Richmond Times Dispatch Diversity Fair and also participated in the Leadership Metro Richmond Conference.
- **Faculty Senate:** Dan Ream continued his distinguished service with the Faculty Senate, and was elected President of the Senate for 2006-07. Susan Teague-Rector served as Webmaster for VCU Faculty Senate.
- **Community diversity involvement:** Cristina Ramirez participated in the Network Virginia Conference on Building LGBT Coalitions for Change on Campus, sponsored by the Ford Foundation's Difficult Dialogues Initiative and the AAUP. Ms. Ramirez also participated in Equality Virginia's Lobby Day and Legislative Reception 2007. Ms. Ramirez was accepted into the Leadership Metro Richmond Flagship Program for 2007-2008.
- **Richmond Public Library:** John Ulmschneider served as Chair of the Richmond Public Library Board of Directors and as Chair of its Finance Committee. He will continue to serve as Board Chair during 2007-08.
- **Local community historical records:** The Archives of the New Dominion initiative collects materials documenting the recent history of minority and activist communities in Central Virginia. Over 40 collections of materials from community organizations have been secured. Notable materials added to the collection in 2006-07 include the papers of St. Paul's Baptist Church, a historically African-American church with over 10,000 members, and the records of the Virginia Sexual and Domestic Violence Action Alliance, among others. In addition, the oral history program, working closely with the Archives initiative, added key oral history interviews during 2006-07, including interviews with Dr. Francis Foster and Dr. Grace Harris.
- **Changing the Face of Medicine Traveling: Celebrating America's Women Physicians (June 20, 2007 – August 3, 2007):** This exhibition honors the lives and achievements of women in medicine. The VCU Libraries collaborated with a number of campus and community partners to develop programming that highlighted the contributions made by VCU women to health sciences locally, regionally, and nationally. Partners included:
 - Capital Area Health Education Center of the Virginia State AHEC program
 - County of Henrico Public Library System
 - Richmond Public Library System and the VCU Center for Health Disparities
 - Hosted the School of Medicine's Women in Science, Dentistry & Medicine (WISDM) Faculty Organization Book Discussion Group on June 26, 2007
 - Hosted the Capital Area Healthcare Executive Group reception with the VCU Health System on June 27, 2007
 - VCU School of Allied Health Professionals
 - VCU School of Dentistry

Annual Report 2006 - 2007, VCU Libraries
International Activities

- **VCU Qatar**

The VCU Libraries hosted a visit by Dana Beth, Director of the VCU-Qatar Library, in May 2007. The meeting identified numerous areas for additional work, including the status and evaluation of professional librarians, space planning, and improved methods for delivering books and materials to VCU-Qatar from the VCU-Richmond library collections. The VCU Libraries continued its successful hosting in Richmond of VCU-Qatar's portion of the VCU Libraries' library management system.

- **Other international activities**

Shaw Yu was a member of a Chinese-American librarian group that has worked to develop SFX/Metalib in Chinese libraries. This technology facilitates a seamless link between citations of journal articles and the articles themselves, and also provides much stronger searching tools that allow users to search multiple databases and catalogs with a single search statement.

Ngoc-My Guidarelli served as a member of the VCU Subcommittee on Community/ Hispanic/Asian Student First Generation / Immigrant Initiative. This is VCU's first organized initiative to recruit and retain Asian and Hispanic students.

Jean Shipman presented "Information Specialist in Context" for the International Federation of Library Associations (IFLA) 2006 World Library and Information Congress (WLIC). Seoul, Korea, August 19-24, 2006

Annual Report 2006 - 2007, VCU Libraries Major Challenges

The VCU Libraries faces four major challenges in the coming years. How those challenges are met will influence the overall reputation of VCU and its ability to attract students and faculty, particularly top-notch research faculty and the best student applicants.

- **Funding profile commensurate with VCU's stature, growth, and ambition.** It is important that the University continue the momentum of budget improvements from FY04-FY08 into the FY08-10 biennium. Even with the significant budget improvement over the past three years, VCU ranked 102 among North American academic research libraries in FY05-06 in total library materials expenditures; 106 in total library expenditures overall; and 4th in Virginia, behind UVa, Virginia Tech, and George Mason. Preliminary data indicate that when FY06-07 data is reported, the ranking of VCU's library system among other research libraries will remain unchanged or decline in all areas. These data reinforce survey findings from the VCU community that reveal dissatisfaction with access to scholarly literature, especially journals, provided by the VCU Libraries, since funding to buy journals is less than that of most research universities. It also underscores survey findings and other data which indicate that demand for student services and outreach, and direct support for research investigators, cannot be adequately met with current staffing. As the VCU2020 Strategic Plan recognizes, VCU needs to strengthen its libraries to ensure the success of its strategic plan and programs. A top 100 ranking in total expenditures will create a library system characteristic of leading research universities and provide access to scholarly literature needed for research and education. It also will ensure building hours and services that fully support VCU's current, planned, and envisioned enrollment and academic and research programs.
- **Adequate library space.** VCU last added library space in 1975, over 30 years ago. Since then, the growth of collections and the allocation of library space to university priorities has reduced library space for students by about 25% while enrollment has grown 80%. Visitor counts for Cabell Library have grown 62% since 2000-01, and reached an all-time high of 186,000 visitors in April 2007. With reduced space and a dramatic increase in use, seating and computers in Cabell Library typically are fully occupied from late morning to late evening, leading to very crowded conditions during much of the day. Only a substantial addition to Cabell Library will provide sufficient space to meet minimum student study needs for existing and projected enrollment. The VCU Libraries will focus its capital campaign through 2010 on funding for an addition to Cabell Library. Those funds will leverage capital funding that may be requested by the University as part of the 2008-2010 Master Site Plan implementation schedule.
- **Maintaining security for library facilities.** The VCU Libraries funds security coverage for its buildings and also has funded building upgrades for security. The current budget footprint for security is increasingly difficult to sustain, since it absorbs funding needed for library materials and support for instruction and research. Furthermore, current security services do not cover all building hours and provide only the most minimal security presence throughout library buildings even during hours of coverage. The need for around-the-clock coverage is particularly strong for Cabell Library, which is very crowded during the normal school year. Stronger security is essential to manage crowded conditions and monitor the enormous number of visitors in the buildings.
- **Faculty awareness of scholarly publishing issues.** It is well documented that the costs for scholarly journals and other scholarly materials continue to increase at a pace substantially higher than the Consumer Price Index. Annual cost increases of 10-14% over the past two decades in science,

technology, and medical publications limit the access of scholars to an ever-smaller portion of scholarly publishing that academic libraries can acquire on limited budgets. Although the rate of increase has tapered off, it is still significant at 7-8% per year. The challenge is particularly acute at VCU, since its budget for library materials is among the very smallest for research institutions, ranking 102 among research libraries in North America in FY05-06. It is important for VCU to begin a sustained initiative that engages the VCU community in matters related to scholarly publishing, ownership of scholarly production, and copyright. This will allow VCU to join with research libraries throughout the U.S. who are encouraging faculty to consider new publishing outlets and new ways to evaluate publications, and who are educating their institutions on new ways to assess faculty publishing for promotion and tenure. These efforts are a long-term endeavor to expand how the academy disseminates scholarly findings and evaluates faculty publishing in order to change the unsustainable cost increases commanded by prestige journals and their commercial publishers. By extending and modestly expanding its current low-level efforts in 2007-08, the VCU Libraries will be well positioned to make best use of requested funding in the FY08-09 budget, if provided.

**Annual Report 2006 - 2007, VCU Libraries
Outcomes/Objectives for 2007-08**

1. Exemplary user centered services
2. Invigorate research and scholarship
3. Success through education and advocacy
4. Exemplary library spaces
5. Strengthen financial resources
6. Exemplary staff