May 2nd, 10:15 AM - 11:45 AM

Roles and Responsibilities of Deans and Directors in Digital Initiatives and Campus IRs

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Roles and Responsibilities of Deans and Directors in Digital Initiatives and Campus IRs

Presenter 1 Title
Dean, Libraries and Teaching & Learning Technologies

Presenter 2 Title
Dean of Library and Information Access

Presenter 3 Title
University Librarian

Session Type
90-minute panel session

Abstract
Abstract: Panelists from both public and private institutions will discuss their experiences with digital initiatives and institutional repositories from the perspective of a library dean or director. Library leaders will share lessons, successes (and failures) associated with their digital initiatives/IR journeys.

Learning outcomes: Attendees will understand why libraries create IR programs, the role of the IR in a library's strategic mission, opportunities and challenges of campus collaborations and the future trajectories of digital initiatives and institutional repositories.

Location
KIPJ Room EF

Keywords
deans; directors; administration; IR challenges;

This 90-minute panel session is available at Digital USD: https://digital.sandiego.edu/symposium/2017/2017/13
Roles and Responsibilities of Deans and Directors in Digital Initiatives and IRs

The VCU Lessons
About Virginia Commonwealth University

Students and faculty
• 31,231 students
  24,212 undergraduates
  5,259 graduate students
  1,760 first professional students
• 2,274 full-time faculty
• 949 part-time faculty
• 22,473 employees of VCU and VCU Health
  Largest employer in Richmond, VA

Academic programs & research
• 13 schools and one college
• Comprehensive health sciences campus
• 59 bachelor’s programs
• 69 master’s programs
• 42 doctoral programs
• 3 first-professional programs
• 47 post-BA and post-MS certificate programs

Research and national standings
• Carnegie R1 institution
  $271 million in sponsored research awards 2015-16
  $79 million in NIH-sponsored research
  Top 100 NSF institution in research expenditures
• #1 public school of the arts; #2 overall, behind Yale
• #17 School of Pharmacy
• #22 School of Social Work
• #41 School of Education
• #48 School of Nursing
• #1 program in Nurse Anesthesia
• #1 program in Sculpture
• #3 program in Health Administration
• #3 program in Glass
• #4 program in Rehabilitation Counseling
• #7 program in Graphic Design

Other
• Capital campaign goal: $750,000,000
• Endowments: $1.638 billion
• Established by merger of MCV and RPI in 1968;
  MCV founded 1834, RPI founded 1917.
• Carnegie Community Engaged Institution
By the Numbers

2.7 million TITLES HELD
1 million+ e-books
60,109 No. of initial circulations

2.3 million visitors

11,452,000 MATERIALS EXPENDITURES
$1,802,518 one-time purchases
$9,082,664 ongoing resource purchases
$566,810 collection support

150 EVENTS

136 Attendees

29,414 STUDENTS

1,302 PRESENTATIONS (to groups) 38,451 PARTICIPANTS

Our Patrons

233,773 Full-text article requests
4,977,686 Regular database searches
3,601 federated database searches

TOTAL STAFF 176
172 Professional
72 Support
30 Student assistants

ELECTRONIC RESOURCES
About the VCU Libraries

Volumes held: 2,988,641
Ebook volumes: 1,028,787
Total staff: 176
Professional staff: 67
Article downloads: 2,338,773
Building exit count: 2,301,000

Makerspace, reading porch, lecture hall, outdoor terrace, 1,500 new seats, flooded with natural light. The new Cabell Library is a sight to behold.

Landmark Library Award, September 2016
The IR/digital initiatives landscape for VCU Libraries

Diagram courtesy James Ghaphery, AUL for Scholarly Communications and Publishing, VCU Libraries
The IR/digital initiatives landscape for VCU Libraries

Diagram courtesy James Ghaphery, AUL for Scholarly Communications and Publishing, VCU Libraries
The IR/digital initiatives landscape for VCU Libraries

Diagram courtesy James Ghaphery, AUL for Scholarly Communications and Publishing, VCU Libraries
Defining the playing field: a case study
Defining the playing field: a case study

non-ETD Content in Scholars Compass

- Blue line: Percent of all documents
- Red line: Percent of all downloads

Non-ETD Content

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[Graph showing the percentage of non-ETD content over time, with data points for January 1, 2015 to March 1, 2017.]
Defining the playing field: a case study

<table>
<thead>
<tr>
<th>System</th>
<th>Collections</th>
<th>Objects</th>
<th>Size</th>
<th>Visits Calendar Year 2016</th>
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</thead>
<tbody>
<tr>
<td>ContentDM</td>
<td>48</td>
<td>28,725</td>
<td>288 GB</td>
<td>48,882</td>
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<tr>
<td>Omeka</td>
<td>19</td>
<td>1,909</td>
<td>2.8 GB</td>
<td>9,077</td>
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<tr>
<td>Scholars Compass</td>
<td>140</td>
<td>10,822</td>
<td>392 GB</td>
<td>317,951*</td>
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</table>

*downloads

Mapping the Second Ku Klux Klan, 1915-1940

Mapping the Klan is a rough timeline of the rise of the second Ku Klux Klan between 1915 and 1940. Each red dot shows a local unit or “Kloven.” The official numbers for each Kloven indicate a basic chronology for the chartering of the Klaverns, and they also reveal patterns of Klan organizing.

This map invites you to learn about the second Klan in your area and across the U.S. and to study the courage of those who opposed the Klan.

Contents
- Patterns of recruitment
- About the map
- On mapping with imperfect data
- Questions for study in your area
- Get in touch
- Credits
- Press
Defining the playing field: summary

- Understand the fundamentals
  - What is an IR?
  - What are digital initiatives?
  - What are digital collections?

- Understand purpose and goal of your enterprise systems development
  - The debate around defining an IR is instructive.
  - A guiding principle at VCU: the role of library in promoting university’s visibility in the academy

- The playing field for VCU: building digital content, creating digital outreach and engagement, being a strong advocate for VCU’s intellectual expression.

- Contemporary, broad definitions fit best for the VCU Libraries and its communities.
Confronting the fundamentals

<table>
<thead>
<tr>
<th></th>
<th>TOTAL RESPONDENTS</th>
<th>AGE 16-24</th>
<th>AGE 25-35</th>
<th>AGE 36-50</th>
<th>AGE 51-59</th>
<th>AGE 60+</th>
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</thead>
<tbody>
<tr>
<td>Books</td>
<td>75%</td>
<td>70%</td>
<td>80%</td>
<td>79%</td>
<td>74%</td>
<td>75%</td>
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<tr>
<td>Information</td>
<td>12%</td>
<td>18%</td>
<td>9%</td>
<td>8%</td>
<td>11%</td>
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<tr>
<td>Building</td>
<td>6%</td>
<td>8%</td>
<td>5%</td>
<td>5%</td>
<td>4%</td>
<td>6%</td>
</tr>
<tr>
<td>Reading</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
<td>3%</td>
<td>4%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Source: At A Tipping Point: Education, Learning and Libraries, OCLC report 2014
Confronting the fundamentals

### Extremely or Very Important Facilities in the Selection Decision Process (%)

<table>
<thead>
<tr>
<th>Facility</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Varsity Athletic Facilities</td>
<td>14.2</td>
</tr>
<tr>
<td>Intramural Sports Facilities</td>
<td>14.8</td>
</tr>
<tr>
<td>Visual Arts Center</td>
<td>15.3</td>
</tr>
<tr>
<td>Student Union Center</td>
<td>21.3</td>
</tr>
<tr>
<td>Performing Arts Center</td>
<td>21.8</td>
</tr>
<tr>
<td>Dining Halls</td>
<td>28.6</td>
</tr>
<tr>
<td>Science or Engineering Facilities</td>
<td>29.6</td>
</tr>
<tr>
<td>Student Recreation Facilities</td>
<td>32.3</td>
</tr>
<tr>
<td>Open space</td>
<td>34.4</td>
</tr>
<tr>
<td>Bookstore</td>
<td>34.6</td>
</tr>
<tr>
<td>Exercise Facilities</td>
<td>35.6</td>
</tr>
<tr>
<td>Residence Halls</td>
<td>42.2</td>
</tr>
<tr>
<td>Classrooms</td>
<td>49.8</td>
</tr>
<tr>
<td>Sophisticated Technology</td>
<td>50.5</td>
</tr>
<tr>
<td>Library</td>
<td>53.6</td>
</tr>
<tr>
<td>Facilities for Major</td>
<td>73.6</td>
</tr>
</tbody>
</table>

Engage staff to embrace digital initiatives as a priority

- Evolving our understanding of what libraries do keeps libraries aligned with their most basic mission, one that has endured for millennia.
- Libraries are well positioned to help transform higher education in a hostile milieu.
- Effective digital initiatives require dedicating a substantive assembly of non-trivial assets: people, time, space, money.
  - Significant new resources are not likely to materialize
  - Opportunities to redirect emerge constantly but often unpredictably, and impact current work
- Shift from queue management does not diminish impact, importance, visibility of library. Just the opposite.
Leadership: articulate the benefits for the institution

- It’s the benefit to the institution as a whole that underlies the playing field we’ve evolved. So give us the money!
- More complete and equity assessment of faculty scholarly productivity
- Elevates institutional visibility and impact
- Empowers internal and external institutional partnerships by leveraging unique technology and policy capabilities: research data management is only one example
- Reduce costs to students through OER; increase opportunities for students post-graduation through exposing their undergraduate work in repositories
- Advance Open Access to reduce future cost burden on the university
- Help institution meet sponsored funding mandates for open access and for ethical conduct of research
A final obligation: engage the national conversation

- Strongly support staff for attending conferences, giving papers and presentations, taking leadership roles. Requires generous staff travel support.
- Monitor and contribute to policy work at the national and state level affecting open access and digital collections
- Participate in affordable course content initiatives; where possible and required, lead the campus in them
- Attending to changes and emerging capabilities in technology related to IRs and digital initiatives
- Vigorously participate in rethinking the fundamentals of research life-cycle, publishing, and learning (Center for Open Science, Chronos, SHARE, etc.)
Role of the Dean in IR and Digital Initiatives

GALE S. ETSCHMAIER
DEAN, SAN DIEGO STATE UNIVERSITY
MAY 2, 2017
San Diego State University

Established 1897 as San Diego Normal School (the oldest university in San Diego)

1960 became part of the newly created California State University System (CSU); 1970s became San Diego State University

Today

- Enrollment of more than 35,000 students
- 91 undergraduate programs; 76 master’s programs; 23 doctoral programs
- In 2016 received more than $130 million in research funding
- Completing first campaign of $750 million
Malcolm A. Love Library

Central Campus Library—over 350,000 square feet divided into two connected buildings

Annual budget of over $11 million

26 Library Faculty; 48 staff; 100+ student assistants
IR at SDSU

2007
- Digital Collections Librarian and Digital Technologies Librarian
- Digital Initiatives Steering Group
- Luna and Archon

2008 Digital Initiatives Working Group
- Collaborative IR: Dspace through California State University Initiative
- Focus on grants, including Digital Humanities

2009 Migrated photographs from Luna to iBase

2010/2011 Report on differences outlining the relationship between D-Space, iBase, Archon
IR Evolution and New Strategic Directions

2011

- New President, Vice President for Research, Strategic Plan
- Associated Student resolution: online syllabi
- Increasing demand for digitized audiovisual content
- 2015 Library faculty recommendation to develop an IR for SDSU
- 2016 Reallocation of ½ temporary librarian and 1 FTE staff position
- 2016/2017 Digital Humanities Area of Excellence with new DH Librarian
- 2017 CSU CSU proposal for migration from Dspace to Hydra/Fedora
The Dream

IR

Build Infrastructure

Pilot

Build Interest

IR Showcasing University Scholarship and Collections
The Reality

IR Vision

IR (Text)

IR (Photos)

Migration 1A iBase

Migration 1B DSpace

Migration 2 DSpace

Parallel Migration Hydra/Fedora

Reorganization and Redefinition of IR

Archon Migration Archives Space?

IR Parking Lot - What Doesn’t Fit Archon

Luna IR Pilot

Criteria for IR Content

IR 3 Islandora

Idea Development
Role of the Dean
Digital Collections

archival collections of communities and individuals

Digitized Student Newspapers
Historic Photographs
Online Syllabi Collection
Historic Digital Audio Files
Oral Histories

HEALTH INFORMATION TO HEALTH DISPARITY POPULATIONS

Faculty Scholarship

Theses and Dissertations

Online Exhibits
IR Migrations 2007—2017

- Archon
- Luna
- Dspace
- iBase
- Dspace
- Islandora
- Archive Space?
- Hydra/Fedora

2.5 TB
0.5 TB

?
Ongoing Challenges

- Alignment with overall institution: how have our digital initiatives impacted student learning, scholarship, and our engagement with our communities?
- What are our priorities for IR Content?
- How discoverable and Usable is the content?
- Is our IR sustainable? Or are we on the verge of the next big initiatives to manage the research lifecycle?
- What are the contents and scope of our repository? (What is of enduring value?)
- What is the interoperability of our IRs?