How Research Universities Can Rise to Meet Critical Challenges

Research office and library leaders share their perspectives on the changing landscape of university research — and how universities can respond effectively

University research is a key driver of scientific advancement and societal progress. However, the research landscape is evolving rapidly, and this creates challenges for the leaders tasked with supporting research at higher-ed institutions.

Consider these examples:

• The existence of COVID-19 and the resulting financial crisis are transforming the environment for research funding. How can universities find new sources of money and demonstrate the value of their research to potential funders?
• The need to solve problems that cut across numerous academic fields (and across nations) is creating a demand for cross-disciplinary research. How can universities foster a collaborative approach to research that breaks down traditional academic silos?
• Measuring and demonstrating the impact of university research is key. However, traditional metrics no longer represent the true societal impact of a researcher’s work, resulting in frustration among researchers.
• The emergence of open-access publishing is forcing institutions to rethink how they store data and disseminate information. How can universities develop new processes and paradigms for these undertakings?
• Over the past few months, we spoke with research office and library leaders — all of whom are members of the Ex Libris Research Management Advisory Council — about the challenges they face in supporting university research and how their institutions are trying to overcome these hurdles.

Participants included:

• Dr. Paul Ayris, Pro-Vice-Provost for University College London (UCL) Library Services
• Dr. Mary Croughan, previously Vice President for Research and Economic Development, University of Nevada, Las Vegas (UNLV)
• Maggie Farrell, Dean of University Libraries, University of Nevada, Las Vegas (UNLV)
• Dr. Martin Kirk, Director of Research Operations for King’s College London
• Dr. L. Scott Mills, Associate Vice President of Research for the University of Montana
• Dr. Lorna Thomson, Director of the University of Edinburgh Research Office

The results of these conversations are captured in the following series of articles.
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University research is like a moonshot. Here’s how institutions can reduce drag

Dr. Martin Kirk, director of research operations for King’s College London, compares the task of leading world-class university research to launching a spacecraft to the moon.

Successfully completing a moonshot requires talented astronauts piloting the spacecraft, he explains, as well as fuel to get them to the moon and back. It also involves reducing drag on the spacecraft so that it can escape the Earth’s gravity.

In this analogy, the astronauts are the researchers and the fuel is the infrastructure supporting them, such as facilities, equipment and grants. Universities can reduce the drag force slowing research down, Kirk says, by reducing the administrative burden that researchers have to contend with, like locating potential funding sources, developing grant proposals and measuring the impact of success.

“Any amount of time that researchers have to spend on administration is time taken away from their productivity,” he observes. “My job is to reduce this burden as much as possible and allow them to focus on their actual research more effectively.”

The good news for universities, he says, is that advancements in technology have led to a new generation of software that can simplify business processes quite dramatically. Institutions now have a key opportunity to apply cutting-edge technologies to improve research administration—and this starts with understanding how IT systems can be deployed to facilitate the research lifecycle.

“In general, I think universities have chronically under-invested in business process technologies,” says Kirk. At King’s College London, Kirk and his colleagues in the Research & Researchers Function are trying to change that. They’re looking at some of the main friction areas of the research lifecycle to see how technology might streamline these processes.

For instance, “costing a project can take weeks,” Kirk says. “With cloud-based systems and automated workflows, we can estimate costs in real time instead of using a slow, paper-based process.”

Locating potential funding sources is another administrative challenge. King’s College is using Research Professional, an extensive database of research...
grants and funding news from Ex Libris, to discover new opportunities and stay on top of the latest developments in the field.

Yet another administrative burden involves measuring the impact of university research. A key challenge in doing this effectively, Kirk says, is that journal citations don’t tell the full story—especially as open-access publishing has begun to take off. One of the more encouraging developments in recent years, he says, is the emergence of alternative metrics that can create a fuller picture of how research is making an impact.

“There’s a lot of research today that isn’t being published in scholarly journals,” Kirk notes. “Every time a piece of research is mentioned in a policy document or Wikipedia article, every time someone tweets about it—these are all important indicators of the impact it’s having. We’re a long way from getting this right, but at least we’re having the conversation. And the good news is, funders are starting to acknowledge these alternative metrics as well.”

King’s College is experimenting with a few different platforms for measuring the impact of its research across a wide range of online venues. However, Kirk says there are still “lots of shortcomings” with these solutions.

“We have 500 different funding sources at King’s, and everyone has different conditions for how we spend the money,” Kirk says. “There is intense pressure on us to draft better and better proposals. Fortunately, we have systems that can help us locate new funding opportunities and improve our metrics. We’re getting better at helping researchers understand and pursue the opportunities that are out there, so they can continue to develop world-class research.”

He concludes: “I rub shoulders with some of the best researchers in the world. Having those conversations and sharing their excitement and their passion—that’s a very exciting job.”

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Open access publishing is changing the nature of academic scholarship, making research more accessible so that “researchers can build on the shoulders of others,” says Martin Kirk, director of research operations for King’s College London.

But if open access publishing is to reach its full potential, there are still many hurdles for academics and institutions to overcome.

According to members of the Ex Libris Research Management Advisory Council, here are three key issues that must be resolved, along with ideas for addressing them.

1. How can researchers and institutions manage article processing charges for open access publishing?

Concerned about a loss of revenue from open access publishing, a growing number of academic journals are assessing article processing charges (APCs, or publication fees) to researchers or their institutions for publishing articles in an open access format. These fees can be cost-prohibitive for scholars at less affluent institutions, and they serve as a disincentive for academics to make their work openly available.

“If we say we want an article to have open access, (large publishers) charge an APC to bring that article outside their paywall—but that amounts to double dipping,” Kirk says. “We’re already paying for access to the publisher’s journals through subscription fees.”
Academia needs a better model that will satisfy publishers and is fair to institutions, while encouraging the spread of open access publishing. “It’s got to be a compromise,” Kirk says. “We must be willing to pay more money for journal subscriptions, and in return, the publishers would agree to do away with APCs.”

2. How can researchers store their data in a way that others can easily find it?

“If we could solve this question, the world would be a better place,” Kirk says. “We have institutional repositories, but we rely on researchers to store their data in a way that’s properly catalogued. We can do better.”

Current institutional repositories fall short of meeting the needs of academics in many ways. They’re often hard to maintain, with inefficient workflows that make it cumbersome to add new research outputs, link research papers with data sets, and add metadata to make these assets discoverable. As a result, research outputs aren’t as easy to find as they could be — and staff are spending too much time on these labor-intensive tasks.

“The infrastructure isn’t there,” says Paul Ayris, Pro-Vice-Provost for University College London (UCL) Library Services. “There’s a vacuum waiting to be filled.”

Vendors and their university partners are working to solve this challenge. In the meantime, Ayris says, the entire research community should come together to develop a common solution for storing and sharing open research data.

The European Open Science Cloud aims to create a trusted environment for hosting and processing research data to support open science, but universities must encourage their researchers and support staff to participate. “What we really need is a global version of this index,” Ayris says.

3. How can institutions measure the impact of research when journal citations are no longer sufficient?

For years, institutions have looked at traditional metrics such as journal citations to measure the impact of their research. But “that’s an outdated model,” Kirk says. “There’s a lot of research that isn’t being published in scholarly journals.”

The rise of open access publishing requires more creative and expansive approaches to measuring impact. “Mentions in policy documents and on Wikipedia, tweets and shares on social media — these are all important indicators of impact that institutions should be paying attention to,” Kirk adds.

UCL Library Services has spent the last few years developing a new bibliometrics policy with input from all 67 academic departments. The new policy — which recognizes that quantitative measures can complement, but should not replace, expert assessment — was recently approved by the Academic Committee in early 2020.

“We’re saying that the best way to evaluate research is to read it,” Ayris says. “Good research is good research, no matter where it’s published.” The policy identifies some 30 or so numeric indicators that can be used to support the qualitative judgment of a work’s merits.

Having the conversation

Overcoming the challenges involved in open access publishing will require academic libraries to take a leading role by leveraging their substantial expertise in making information easily accessible and applying it to making research more accessible, council members agree. It will also require breaking down the silos that exist both within and among research institutions.

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Propelling open-access publishing

Academic libraries play a key role in supporting a university’s research, and their involvement can amplify the work of researchers significantly. University College London (UCL) is a fitting example. The UCL Library Services team is driving open-access publishing across the institution in ways that are raising the visibility of research output.

“We have identified a distinct role for our libraries in the research process,” says Paul Ayris, Pro-Vice-Provost for UCL Library Services. “For instance, we’ve built a very rich digital experience for researchers, in which they can interact with us and complete much of their workflow electronically.”

UCL librarians are also leading discussions with faculty about the importance of open-access publishing and how they can take advantage of this — and this hands-on approach is making a big difference in changing behaviors.

“We’re trying to support our researchers’ work using open-science practices,” Ayris says. “We’re opening their minds to possibilities for sharing their work — and new ways of measuring success.”

UCL’s Open Access team of librarians makes personal contact with individual researchers and academic groups, walking them through the process of uploading their work to UCL’s institutional repository. The dozen or so librarians on the Open Access team also show researchers how to comply with research funders’ OA requirements.

“We walk them through each transaction,” Ayris says. “I hear from academics all the time that they appreciate the personal attention we can provide. This attention to detail has made open-access publishing very common here.”

Open-access publishing at UCL extends to the arts and humanities as well as the sciences. It is “removing barriers between the user and the source,” Ayris declares.
In what Ayris calls the United Kingdom’s first fully open-access university press, the university’s publishing arm, UCL Press, publishes around 50 open-access research monographs per year.

“If we were to sell one of these monographs over the bookshop counter, the number of sales we’d get worldwide would be quite small — probably around 200,” he observes. “But when we make these publications available as OA outputs via UCL Press, we get tens of thousands of downloads.”

The most popular UCL Press monograph has been downloaded more than 350,000 times from the university’s institutional repository and from JSTOR over the course of four years.

“We get a fantastic number of downloads,” Ayris concludes. Open-access publishing “is making a huge impact in how people are accessing our research” — and the Library Services division is at the center of this success.
Before Dr. Mary Croughan interviewed for the position of Vice President for Research and Economic Development at the University of Nevada, Las Vegas (UNLV), she scouted the campus and the surrounding neighborhoods to see if the environment would be a good fit for her.

What sold her on coming to UNLV was discovering that the library played a key role in the research process.

“When I walked into the library and saw they had research consultation rooms right on the first floor, that to me was concrete evidence the library was involved in supporting university research,” she recalls.

Croughan joined UNLV around the same time as Maggie Farrell, Dean of University Libraries. Each has found a willing collaborator in the other — and this cross-department collaboration between the library and the research office has helped UNLV raise the profile of its faculty research while becoming an R1 institution in accelerated time.

Cross-department collaboration

One area where UNLV librarians have been instrumental in collaborating with the research office is intellectual property support. As researchers have sought to license their intellectual property, librarians have leveraged their extensive expertise in copyright and licensing issues to guide the process.

Data management is another area where UNLV librarians have made significant contributions. Librarians have helped establish and maintain an institutional repository for faculty to deposit their research outputs. Working together, the library and research office have obtained complementary software and expertise to assist faculty, staff, and students with identifying the best funding sources, collaborators, and publication sites.

“Maggie had a template to help faculty understand the federal requirements regarding open access to research data,” Croughan says. “Because the leadership and expertise in these areas is so closely shared between the library and research office, I don’t know that someone could walk into a meeting and know which department each participant represents.”
The library also plays a critical role in helping faculty increase the visibility of their research, such as by showing them how to make research outputs more discoverable and manage their reputation in a social media-driven world. This role will continue in a more formalized way when a new Faculty Research Excellence Program opens on campus soon.

The program will be a one-stop place for faculty to receive guidance and professional learning around the research process. It will be run out of the research office, but librarians will be involved in faculty development.

“When I articulated the idea for a Research Excellence Program, Maggie didn’t bat an eye,” Croughan says. “Instead, she said: ‘That will be so great!’” The library division has been an “invaluable” partner in supporting the work of the research office, Croughan notes.

How to build a collaborative research culture

For Croughan, collaborating with the library was simply assumed.

“Before I joined UNLV, I had 30 years of experience with the University of California system, where there was a tight relationship between the library and other campus departments,” she explains. “I have only ever known strong relationships with libraries, and so I came to UNLV with the assumption that I would be working closely with the library here as well.”

She adds: “Maggie and I arrived at our first meeting together with a shared sense of collaboration, recognizing from our prior experiences that you can accomplish so much more when you work together.”

At institutions where this isn’t the case, librarians can foster a collaborative culture by understanding the needs of researchers and how they can support these needs, Farrell says — and by reaching out to research vice presidents and articulating their value to the research process.

“It’s all about relationship-building,” Farrell says. “Proactive communication and constant engagement are key.”

Besides engaging with research vice presidents, librarians should also establish relationships with faculty. “Faculty are busy,” Farrell says. “They’ll come to us at their point of need in the research process. We need to be available to help them meet that need when it’s expressed.”

Building those relationships “takes a lot of time,” she says, “but it’s worth it. The biggest reward is that we’re helping to achieve our institution’s mission.”

Farrell’s goal is that faculty naturally see the library as a partner in solving problems and meeting their research needs. “I want faculty to be able to focus on their research and know they’ll be supported,” she says. “I want the library to be integral to the research process and faculty turn to librarians for their expertise to strengthen our university research.”

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Academic research is becoming more interdisciplinary in nature as researchers aim to solve large global challenges that span many different fields — and this has become even more critical as global challenges such as the COVID-19 pandemic affect daily operations worldwide. At the University of Montana, Associate Vice President of Research Scott Mills is bringing together researchers from various departments to encourage this type of cross-disciplinary collaboration.

Mills has a lot of experience in doing just that. He was one of the first hires when North Carolina State University launched its Chancellor’s Faculty Excellence Program in 2011, which created cross-disciplinary clusters of faculty to address some of the world’s most pressing problems. He has brought his talent for fostering collaborative research to the University of Montana, where he also heads the Mills Lab, an interdisciplinary research group focused on wildlife conservation.

As one example of what’s possible when researchers from different departments collaborate, Mills helped pull together conservational biologists, geneticists, and ethicists at University of Montana to explore the ethics of using genetic engineering to save endangered species through a grant to the National Science Foundation.
In a recent conversation, Mills recommended four key strategies for fostering this type of rich collaboration across academic departments.

1. **Create opportunities to bring people together.**

Successful collaboration should grow organically from the ground up as opposed to being mandated from on high, Mills believes. For this to happen, researchers need opportunities to meet each other and discuss their work.

With COVID-19 forcing institutions to adopt social distancing measures, these types of interactions are now happening via Zoom and other video conferencing platforms. But in a pre-COVID world, they typically happened through informal gatherings.

“As we all know, everybody’s busy,” Mills said. “You’ve got to crack the nut of first having people find it’s worth their time.” For Mills, that meant ensuring refreshments were served at these gatherings. “I became known as the guy who was always trying to build collaborations with free coffee, beer, and wine,” he joked.

2. **Offer incentives that encourage people to step out of their comfort zone.**

Collaborating with colleagues in other colleges or departments involves some element of risk. “Some people might not feel comfortable in stepping outside the terrain where they’ve been successful their whole career,” Mills explained. “You’ve got to provide reassurances” that it’s OK for them to take this risk.

One way institutions can do this is to provide incentives for collaborating across colleges or departments. For instance, at both of his institutions he has catalyzed grant funds offered by the chancellor’s or research office to encourage faculty to collaborate.

“Faculty could apply for this seed money, but their research teams had to be drawn from two different colleges and three different departments,” he said. “I thought that was a great strategy.

3. **Remove structural barriers to collaboration.**

Even if the administration is supportive, there might be structural barriers that stand in the way of interdisciplinary collaboration.

When NC State implemented its seed funding idea, “we ran into a buzz saw from the different accounting departments,” Mills recalled. “Each college had its own fundamentally different forms that principal investigators had to fill out. The forms were incompatible with each other. Just the process of submitting PI information to the research office was a challenge.”

These are the kinds of hurdles that administrators must eliminate if they want researchers to work together across colleges or departments. “People don’t want to spend time banging their head against a wall like that,” Mills said — and so they won’t take advantage of opportunities to collaborate if those types of barriers exist.

> If you can put out information about researchers’ accomplishments, you increase the respect they get from people in other disciplines and improve the chance that somebody will have a transformative, ‘aha’ moment.”
4. Raise the profile of researchers’ work.

Regardless of the size of the university, it can be hard for researchers to know what others at their institution are doing — and what opportunities might exist for interdisciplinary collaboration. Having a formal system for publicizing this information is important, and especially now that face-to-face gatherings and social events are limited.

“If you can put out information about researchers’ accomplishments, you increase the respect they get from people in other disciplines and improve the chance that somebody will have a transformative, ‘aha’ moment (where inspiration strikes),” Mills said.

He gave an example of this type of serendipitous collaboration: “I do a lot of research on climate change adaptation. It turns out that someone in our dance department was putting together a group to try to convey scientific topics like climate change to a popular audience. Boom! When I read about this person’s work, I realized there was an opportunity to reach out and say, ‘Hey, here’s some of my research. The animals I study are very charismatic. Would you like to incorporate that into your dance?’”

He added: “We’re hoping that Esploro will help us capture and communicate the work we’re all doing, so we can generate excitement among researchers about what their colleagues are working on.”
The COVID-19 pandemic has had a profound effect on the world, and research institutions have certainly felt its impact as well. Yet, while the coronavirus has brought many challenges to academic research, it has also created opportunities for research to improve moving forward.

Two members of the Ex Libris Research Management Advisory Council — Lorna Thomson, Director of the University of Edinburgh Research Office, and Scott Mills, Associate Vice President of Research at the University of Montana — recently shared their thoughts about how the pandemic has affected the research community. Here are some of the key challenges and opportunities they identified.

**Challenges**

**1. The pandemic has kept researchers from physical lab spaces, delaying projects by months in some cases.**

“We have researchers who weren’t able to access a lab in several months,” Thomson says. After closing its facilities in March, Thomson’s institution has taken a phased approach to reopening, starting in July. “Researchers are now on a cycle of trying to catch up on their deliverables,” she observed.

**2. Social distancing has added to the cost of research projects, forcing institutions to make difficult choices.**

As a Professor of Wildlife Biology and head of the Mills Lab, an interdisciplinary research group focused on wildlife conservation, Mills does a lot of field research in remote areas. One of his research projects required an 800-mile drive each way for a team of six researchers. Normally, he would have been able to use a single truck at a budgeted cost of $1,500 for this project. However, social distancing rules called for no more than one person per vehicle, meaning each team member required his or her own truck — which
added $7,500 to the cost of the research. “We got a lot of pushback about that,” he said.

3. The pandemic has made the funding landscape for research more unstable.

The University of Edinburgh covers about 72 percent of the cost of research via external research funding, Thomson said. This means nearly 30 percent of the cost of research has to come from other funding sources including international student fees.

A key source of income that many universities have relied on to help support research is tuition from international students. Yet, international enrollment is expected to decline as fewer people travel during the pandemic. “COVID has exposed the unsustainability of that model,” she noted.

“There are some real flaws in the system that institutions have been patching over for years.” Additionally, “Many charities have seen their donations drop off dramatically,” Thomson said. “The question is, will they be able to continue funding research projects?”

Opportunities

1. Public trust in the work of researchers has increased.

While the pandemic has wreaked havoc with research timelines and raised questions about possible funding sources, there have been some positive outcomes as well. “One big upside has been that public trust in science and its important role in our society has increased,” Mills said, noting that this recognition should result in greater public investment in research in the years to come.

2. The pandemic has brought a spirit of collaboration to research institutions.

Collaboration between two or more institutions often becomes bogged down by discussions about who owns the intellectual property stemming from research projects. “During COVID, that seems to have almost disappeared,” Thomson said. “Universities have become more open with each other, and data are being shared for the public good — leading to a more collaborative way of working. Seeing data flow between institutions without contractual barriers or IP discussions has been really heartening.”
3. COVID-19 gives institutions a chance to reimagine what’s possible moving forward.

The pandemic has prompted university leaders to rethink traditional structures and consider new ways of doing things that are better for everyone involved. For instance, Mills said, the pandemic has revealed that it can be harder for women with young children to be as productive working from home. “When you realize how different groups are being affected disproportionately by the pandemic, that causes you to think about fairness in general and how to address structural barriers that we didn’t know existed before the virus,” he said.

Universities traditionally have been slow to change, Thomson said, but the pandemic showed that rapid change is possible when institutions feel a sense of urgency — and there is no longer any excuse for inaction.

Before COVID, shifting everything online “would have taken two years and numerous committees,” she said. “We were able to do it in two weeks.”

She concluded: “The pandemic gives us a chance to improve how we respond to challenges going forward. We have an opportunity to reset completely. That’s very attractive.”

“Universities have become more open with each other, and data are being shared for the public good — leading to a more collaborative way of working.”
Adapting to a changing research funding landscape

To understand how research offices are meeting today’s challenges, we spoke with Dr. Lorna Thomson, director of the University of Edinburgh Research Office.

Dr. Thomson says her goal was to “create an agile team who could respond quickly to changing research opportunities.” By adopting a more businesslike approach to research management, she has done just that — and Edinburgh researchers have benefited as a result.

Research funding

Finding grants to support their work is a key challenge for researchers, who must navigate a funding landscape marked by ever-changing regulatory hurdles and shifting political winds.

In the United Kingdom, for instance, UK Research and Innovation (UKRI) — which directs public funding for research — is encouraging research teams to coordinate with industry partners. Meanwhile, Brexit has everyone wondering what impact the U.K.’s withdrawal from the European Union might have on the research community.

“The funding environment is changing more rapidly than ever before,” Thomson says, “and universities need to be responsive to that.”

What’s more, the global pandemic has cast a further cloud over the funding landscape for research, raising questions about the availability of funds amid an economic recession. “Many charities have seen donations drop off dramatically,” Thomson says. “It’s a valid question to ask whether they will be able to continue funding research in the same way.”

Having an agile research support team with very diverse expertise can help universities keep up with rapid changes, even amid the pandemic. At Edinburgh, where about 72 percent of the cost of research is covered via external funding sources, the Research Office helps faculty identify funding opportunities and craft winning proposals — and the office is staffed with people who come from wide-ranging backgrounds, including both academics and the private sector.

“We provide a menu of support,” Thomson says. These include both live training sessions and online guides with advice on finding research partners, locating possible funding sources, and writing grant proposals, as well as one-on-one support for large research projects.

“Many charities have seen donations drop off dramatically. It’s a valid question to ask whether they will be able to continue funding research in the same way.”
The funding environment is changing more rapidly than ever before, and universities need to be responsive to that.”

Research partnerships: From a reactive to a proactive mindset

One of Edinburgh’s keys to success has been shifting from a reactive to a proactive research mindset. “We’re not waiting for opportunities to come to us,” Thomson explains. “We’re always looking for new partnerships that might open the door to further opportunities.” This mindset has led to a new research partnership with Legal & General on the Advanced Care Research Centre to improve understanding of care in later life and to revolutionize how it is delivered. As the research landscape changes, “we want to be the institution that funders think of first,” she adds.

For Thomson’s office, partnerships with other units within the university are just as critical as well. For instance, Edinburgh Research Office works closely with the University of Edinburgh Library to foster a culture of open research on campus. “Many researchers associate the library with supporting the needs of students,” she says, noting that the library and research office are working together to change that perception.

Being agile requires thinking more like a business than a traditional university. Thomson’s office uses technology tools to make better decisions and deliver more value to stakeholders. For example, tools such as Research Professional allow staff to evaluate potential funders and research partners according to criteria such as cost recovery rates. “We’re taking a much more data-informed approach to our operations,” she says.

For Thomson — a former chemist herself — helping faculty achieve their research goals is very rewarding. “I love seeing the outcomes of our research,” she concludes, “and knowing that my team have made a contribution to that.”
Ex Libris Research Management Advisory Council

The Ex Libris research management advisory council was formed in 2019 to provide Ex Libris with inputs and perspectives into the trends, challenges, and strategic directions of the academic research information management ecosystem.

The council is composed of accomplished research office and library leaders from universities around the world, alongside Ex Libris domain experts. The council conducts meetings, presentations, and analyses of research-related topics in annual face-to-face meetings (when travel is permitted…), quarterly online updates, and other exchanges throughout the year. Council members help shape the Ex Libris research solutions offering and benefit from input offered by their peers around the world as well as early access to Ex Libris research publications and news.

As of September 2020, members of the advisory council include:

**Dr. Kenning Arlitsch.**  
Dean of Library, Montana State University

**Dr. Paul Ayris.**  
Library Pro-Vice-Provost, University College London

**Dr. Jason Carter.**  
Vice President of Research, Montana State University

**Chuck Eckman.**  
Dean of Library, University of Miami

**Maggie Farrell.**  
Library Dean, University of Nevada, Las Vegas

**Jeannette Frey.**  
Director, Bibliothèque Cantonale et Universitaire Lausanne & President of LIBER

**Dr. Yvonne Harris.**  
Associate Vice President for Research, Innovation and Economic Development, California State University, Sacramento

**Carey Hatch.**  
Associate Provost for Academic Technologies & Information Services, State University of New York (SUNY)

**Amy Kautzman.**  
Dean and Director, University Library, California State University, Sacramento

**Dr. Martin Kirk.**  
Director of Research Operations, King’s College London

**Dr. Corrinne Lengsfeld.**  
Associate Provost of Research, Denver University

**Michael Levine-Clark.**  
Dean of Libraries, Denver University

**Mark McBride.**  
Senior Library Strategist, State University of New York (SUNY)

**Dr. L. Scott Mills.**  
Associate Vice President of Research, University of Montana

**Dr. David Singel.**  
Senior Vice Provost, Montana State University

**Dr. Lorna Thomson.**  
Research Office Director, University of Edinburgh

**Evviva Weinraub.**  
Vice Provost University Libraries, University at Buffalo

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