

Jennifer O'Brien Roper

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Experience

University of Virginia Library

Director, Digital Strategies and Scholarly Communication **January 2021-present**

Develop strategic directions for and management of production and delivery of digital content and advocacy and implementation support for open scholarly communication models including institutional repository and library publishing platforms.

- Co-lead cross-unit team charged with creating and/or disseminating digital content, including a informed joint-decision prioritization that aligns with larger community of practice and supports Library and University strategic directions and partnerships.
- Direct staff in continual development of institutional repository and library publishing policies and implementation.
- Directly supervise 6 FTE, with overall responsibility for 19 FTE.

Director, Digital Strategies and Scholarly Communication **July 2018-December 2020**

Develop strategic directions for and management of production and delivery of digital content emanating from multiple sources, including library collections and University scholar research.

- Created, maintained, and developed a cross-unit framework for creating and/or disseminating digital content, including a structure for informed joint-decision prioritization.
- Lead stakeholder discussions and communicate with Library colleagues regarding digital collections policies, best practices, and processes.
- Consulted with faculty throughout the lifecycle of a scholarly digital project to advise on best practices and potential integration into Library managed collections.
- Devised, documented, and maintained policies and best practices for local digital content creation, description, and dissemination that align with larger community of practice and enable participation in partnerships and sharing.
- Directly supervised 3 managers, with responsibility for 15 FTE.

Interim Senior Director, Collections Access & Discovery **December 2015-July 2018**

Develop and communicate strategic direction for collection selection, acquisition, digitization, discovery, and management for a community with diverse expectations and requirements during a leadership transition.

- Designed and led initiative to review policies, workflows, and resourcing for digital collections; resulting report described current and desired states with clearly articulated actions for improvement. Leading Digital Collections Team to implement recommendations.
- Oversee and advise of strategies for collections assessment, metadata remediation and completion of unprocessed collections in advance of a renovation that will displace collections from flagship building.
- Promote pan-university metadata discovery and management environment that include expertise and collections from multiple partners including the Law Library, Health Sciences Library, Kluge-Ruhe Aboriginal Art Collection, and the Center for Nursing Historical Inquiry.
- Foster a culture of benchmarking and alliance with communities of practice; led aspects of

ArchivesSpace implementation and resulting changes to archival metadata practice.

- Serve on the Library leadership team to contribute to the overall organizational vision and strategic direction.
- Conduct salary review of all division staff and recommended adjustments to address inequity and reward performance.
- Facilitate and participate in discussions aimed at prioritizing strategic collections decisions.
- Lead and participate in discussions to establish and develop partnerships between liaisons and collection management.
- Established communication and framework for shared decision making among management team for use of budget resources on staff development and student wages across the division, resulting in greater understanding of resource needs among colleagues.
- Coordinate and facilitate group and individual discussion for managers developing and refining new and existing services and workflows.
- Directly supervise 6 managers, with responsibility for 60 FTE.
- Manage financial resource allocation across the division with an operating budget of \$780K.

Director, Acquisitions & Discovery

March – December 2015

Articulated vision and strategic direction for the acquisition and discoverability of resources with an emphasis on innovation and the pursuit of efficient and effective workflows.

- Established a unified philosophy and staffing plan for acquisition and discovery of all collections: circulating and non-circulating, mass-market and rare or unique, published, and unpublished.
- Oversaw the integration of copy cataloging into acquisitions workflow, resulting in faster turnaround for materials and time for metadata experts to work with undescribed materials.
- Directed the operation of 3 departments responsible for acquisition and metadata for general collections and Special Collections.
- Directly supervised, mentored, and developed 3 managers with responsibility for 27 FTE.

Head, Metadata Management Services

April 2008 – March 2015

Managed operations and developed vision for description and discovery of general collections.

- Reorganized department staffing following analysis of materials workflows, review of cataloging statistics, and interviews with departmental staff and other Library stakeholders.
- Conducted time study resulting in a shift towards prioritizing fewer active projects to increase timely completion and allow for clear communication of progress.
- Served as project manager for the implementation of digital submission of theses/dissertations by University graduate students as part of graduation requirements. Analyzed print-based workflows and collaborated with technologists as well as student and faculty stakeholders to design process for online submission and approval. Functioned as primary liaison between the Library and University information technology staff on integration with existing student systems.
- Initiated and led a cross-Grounds task force to review location codes in the integrated library system. The recommended changes resulted in increased system performance.
- Established automated statistics collection leading to richer monthly data with less staff effort.
- Collaboratively initiated and implemented a Year of Metadata speaker series to raise awareness of emerging trends in metadata theory.
- Directly supervised and mentored 9 staff, with responsibility for 19 FTE.
- Managed financial resource allocation with an operating budget of \$30K.
- *May 2014-March 2015*: Directly supervised and mentored 3 staff members from Special Collections while reviewing and revising processing workflows and physical space.

University of Maryland Libraries

Team Leader, Monographs & Continuing Resources Team

May 2007-March 2008

Coordinated work planning and assignments for an expert cataloging team.

- Directly supervised and mentored 8 FTE.
- Provided coordination of staff and resources for special collections cataloging.
- Assessed needs and provided training.

Metadata/Electronic Resources Librarian

April 2005-March 2008

Metadata expert for emerging digital collections program in a team based organization.

- Established and documented XML-based standards for descriptive, administrative, and technical metadata in a Fedora system.
- Trained cataloging and other staff in non-MARC metadata and XML standards.
- Performed all levels of MARC cataloging on monographs and selected electronic resources.
- Served as departmental webmaster, collaborating with colleagues on design and content.

Wake Forest University

Special Collections Cataloger

August 2002-March 2005

Cataloged rare books and processed manuscripts.

- Eliminated a 4000 title print backlog in one year, cataloging according to national standards.
- Processed a 250 box manuscript collection (265.5 linear feet) and created an encoded finding aid.
- Member of EAD program development team.
- Developed metadata standards and policies for digital asset management system.
- Provided technical support for grant funded outsourcing of EAD encoding for legacy finding aids.

North Carolina State University

Head, Monographic Cataloging

June 2000-July 2002

Managed staff and workflows for monographic cataloging.

- Managed workflow for cataloging of purchase and gift receipts.
- Managed and documented monographic cataloging policies and procedures.
- Participated in management team to shape general cataloging policies and procedures.
- Performed subject analysis, including application of LC subject headings and call numbers.
- Reviewed and completed staff generated full-level complex copy and original records.
- Trained staff in MARC cataloging.
- Directly supervised 8.5 FTE.

Head, Rare & Special Materials Cataloging

November 1997-July 2002

Established and led a rare book cataloging program.

- Created and documented policies for cataloging rare books, manuscripts, and archives.
- Cooperatively created workflow for automation of MARC record creation from EAD data.
- Tracked and defined strategy for reduction of the rare book backlog.

- Performed rare book cataloging to national standards.
- Trained and supervised 2 FTE in rare book cataloging.
- *1998-2000*: provided reference service in Special Collections.

Recruiting Librarian (Time-Limited)

May 1996-November 1997

Coordinated professional recruitment process from advertisement to selection.

- Wrote and placed advertisements.
- Functioned as primary point of contact for candidates.
- Prepared and maintained candidate files and databases.
- Managed logistics of search committee meetings and documentation.

Education

M.S. Library Science

1994-1996

University of North Carolina at Chapel Hill

https://cdr.lib.unc.edu/concern/masters_papers/pg15bk41x?locale=en

B.A. History

1990-1994

University of California, Santa Barbara

Graduated with honors.

Professional Service

Digital Library Federation (DLF)

Inclusive Metadata Subgroup, Collection Assessment Working (2020-)

Core (Division of American Library Association)

Technical Services Directors of Large Research Libraries Committee (2022-present)

Association for Library Collections and Technical Services (ALCTS)

Chief Collection Development Officers, Program Planning Committee (2017-2018)

Cataloging and Metadata Management Section Nominating Committee (2014-2015)

Heads of Cataloging Interest Group, Chair (2012-2014), Vice-Chair (2011-2012)

Metadata Interest Group, Chair (2010-2011), Vice-Chair (2009-2010), Program Chair (2008-2009), Publications Chair (2006-2008)

Technical Services Directors of Large Research Libraries Task Force on Cost-Value Assessment of Bibliographic Control (2009)

Library of Congress

Program for Cooperative Cataloging Policy Committee (2010-2016)

Rare Book and Manuscripts Section, Association for College and Research Libraries

Bibliographic Standards Committee, Secretary (2001-2005), Member (2000-2001)

Virtual Library of Virginia

Anti-Racism Webinar Series Task Force, co-chair (2020-2022)

Resource Sharing Committee (2017-2018)

Institutional Service

University of Virginia

Cornerstone Program Alumni Advisory Group (2018)

Procurement Working Group on Sustainability (2017- 2019)

Student Information System Advisory Board (2011-2014)

Administrative & Professional Faculty Working Group of the Non-Tenure Track Faculty Task Force (2014)

University of Virginia Library

Subject Enhancement Initiative (facilitator, 2020-present)

Digital Collections Oversight Teams (facilitator, 2017- 2022) (co-lead, 2022-present)

Virgo 4 Steering Committee (2019-2020)

Promotion Review Board – chair (2019-2020, 2010-2011), member (2009-2010, 2020-2021)

Senior Leadership Team (2016- 2018)

Diversity Alliance Residency Search Committee (2018)

Integrated Library Systems Engineer Search Committee, Chair (2017)

High School Student Internship Steering and Search Committee (2017)

Extended Leadership Team (2015-2016)

ArchivesSpace Implementation Team, facilitator (2014-2015)

Virgo Services Team, facilitator (2013-2015)

LIBRA Services Team (2012-2015)

Data Architecture Team (2012-2014)

LIBRA Task Force (2010-2012)

Online Library Environment Stakeholders Committee (2008-2013)

Music Librarian Search Committee, chair (2013)

Senior Software Engineer Search Committee (2013)

Systems and Software Engineering Manager Search Committee (2012)

Library Technical Services Community – steward (2009-2012)

Year of Metadata Coordinating Committee (2011-2012)

Promotion Task Force (2011)

Virgo Steering (2010-2011)

OCLC Reclamation Task Force (2008-2011)

Digital Repository Team (2009-2010)

In-Print Monograph RFP Committee (2009)

Head, Preservation Search Committee (2008)

University of Maryland Libraries

Co-Chair, Web Administration Committee_(2007-2008) (member, 2005-2008)
Digital Collections and Research Feasibility Team (2006-2008)
Digital Repository at the University of Maryland Advisory Team_(2005-2008)
Technical Services Division Web Committee (2005-2008)
Audiovisual Cataloger Search Committee (2006)
Digital Collections Librarian Search Committee (2006)
Digital Libraries Developer Search Committee (2006)
DRUM Coordinator Search Committee (2005)
Digital Library Symposium Planning Committee (2005)
Digital Collections and Research Website Redesign Task Force (2005)

Z. Smith Reynolds Library, Wake Forest University

Co-Chair, Disaster Committee (2004-2005)
Measurement and Assessment Committee (2004-2005)
Marketing Committee (2004)
ENCompass Digital Collections Committee (2003-2004)
Employee Appreciation Committee (2003)

NCSU Libraries

Librarian for Instruction and Undergraduate Research Nomination Committee (2001)
Assistant Head, Research and Information Services Nomination Committee (2001)
Staff Learning and Development Committee (1998-2001)
Information Technology Advisory Committee, librarian as staff to committee (1998-2000)
Head, Textiles Library Search Committee (1998)

Publications

Roper, J., Bartczak, J., Cooper, J., Deane, C., Durbin, M., McClurken, K., Wilkinson, E., Work, L. (2020). Chaos to consensus: a team based approach to developing holistic digital workflows. In Boff, C. & Cardwell, C. (Eds.), *Leading Change in Academic Libraries*. ACRL

Roper, J. (2018). [Review of the book: Fundamentals of library supervision, Beth McNeil]. *Technical Services Quarterly*, 35(3), 319-320, doi: <https://doi.org/10.1080/07317131.2018.1456881>.

Roper, J., Glendon, I. (2016). Old challenges, new solutions: leveraging organizational change. In B. Whittaker & L. Thomas (Eds.), *New Directions for Special Collections: An Anthology of Practice* (pp. 181-192). ABC-CLIO

Roper, J. (2011). The job search: application to negotiation. In C. Smallwood & R. Tolley-Stokes (Eds.), *Mentoring in Librarianship: Essays on Working with Adults and Students to Further the Profession* (pp. 151-162). Jefferson, NC: McFarland.

Roper, J. (2011). Sound bytes: Audio metadata standards in slightly more than six seconds. A report of the ALCTS Metadata Interest Group program, American Library Association Annual Conference, New Orleans, June 2011. *Technical Services Quarterly*, doi: [10.1080/07317131.2012.681287](https://doi.org/10.1080/07317131.2012.681287)

Roper, J. (2011). Report of the ALCTS Metadata Interest Group meeting, American Library Association Midwinter Meeting, San Diego, January 2011. *Technical Services Quarterly*, 29(1), 66-69. doi: 10.1080/07317131.2012.624463

Roper, J. (2011). Converging metadata standards in cultural institutions: Apples & oranges. A report on the ALCTS Metadata interest Group program, American Library Association Annual Conference, Washington, DC, June 2010. *Technical Services Quarterly*, 28(3), 361-363. doi: 10.1080/07317131.2011.574537

Schreibman, S., Roper, J., & Gueguen, G. (2007). Cross-collection searching: a Pandora's Box or the Holy Grail? *Literary and Linguistic Computing*, doi: 10.1093/lc/fqm039

Roper, J. (2006). [Review of the book: Metadata: a cataloger's primer, ed. Richard P. Smiraglia]. *portal: Libraries and the Academy*, 6(3), 376-377.

Wisser, K., & Roper, J. (2002). Maximizing metadata: exploring the EAD MARC relationship. *Library Resources and Technical Services*, 47(2), 71-76.

Roper, J., & Pennell, C. (2001). The cataloger's desktop suite. *OCLC Systems & Services*, 17(2), 121-132.

Grants

Yi, Fang, Roper, J., Carter, R., Nunley, M. (2019, 06). *Brown Family Women's Maker Fellowship*. Grant received from the Brown Innovation Grant Fund, University of Virginia Library, \$7,500

Roper, J. (2008, 12). *Proposal to catalog unique materials on East Asian religions*. Grant received from the Ellen Bayard Weedon Foundation, \$20,000

Schreibman, S., Roper, J., & Gueguen, G. (2005). *Developing and evaluating a matrix for searching on a collection with multiple parts and delivering that content in a meaningful way*. Grant received from the Library Faculty Research Fund Committee, University of Maryland.

Presentations

Roper, J. (2020, 04). *Creating a Digital Project Framework*. ASERL Webinar.

Roper, J. (2020,03). *Digital Project Prioritization Framework*. ALCTS Webinar.

Roper, J. (2019, 10). *Construction Zone: Building New Workflows and Communication for an Established Digital Library*. Paper presented at Digital Library Forum. <https://osf.io/6ghsx/>

Lee, C., McClurken, K. & Roper, J. (2019, 07). *Creating a Collaboration Guidebook for Library Faculty Partnership Success*. Paper presented at Libraries as Research Partner in Digital Humanities Pre-conference.

Roper, J. & Glendon, I. (2019, 06). *Mind the Gap: Developing Fundamentals of Metadata to*

Meet the Development Needs of Technical Services Professionals. Paper presented at Role of the Professional Librarian in Technical Services Interest Group at the American Library Association Annual Meeting.

Roper, J. (2019, 04). *Understanding Library Metadata Practice: Assumption, Community & Disruption.* Invited keynote presented at Lawrence Livermore National Laboratory conference Metadata, Metadata Everywhere.

Roper, J., Ramsey, E. (2019, 02). *Restructuring & Reimagining Digital Collections.* ALCTS Webinar.

Pan, D., Roper, J. (2018, 06). *Beyond Budget Allocations: Implementing Change, Being Intentional, and Maintaining Our Values.* Paper presented at Chief Collection Development Officers at Large Research Libraries Annual Meeting.

Pan, D., Roper, J. (2018, 02). *Shifting Budget Allocations: Exploring Forces of Change & Potential and Realized Approaches.* Paper presented at Chief Collection Development Officers at Large Research Libraries Virtual Midwinter Meeting.

Hanlon, A., Gueguen, G., Roper, J., Gushee, L., & Lewis, M. (2017, 10). *Digital Collections and Representation: Harmonizing Descriptive Practices.* Invited panelist at Digital Library Federation Forum, Pittsburgh, PA.

Glendon, I. & Roper, J. (2017, 06). *We Don't Use Those Words Anymore: Describing Yesterday's News Today.* Invited speaker at ALCTS virtual preconference Diverse Inclusive and Equitable Metadata.

McClurken, K., Ruotolo, C., & Roper, J. (2016, 06). *Hidden in Plain Sight: Tracing Book History in Circulating Collections.* Paper presented at American Library Association, Annual Meeting, Orlando, FL.

Roper, J. (2015, 06). *Using Organizational Design to Foster New Perspectives.* Paper presented at American Library Association, Annual Meeting, San Francisco, CA.

Roper, J. (2012, 01). *Envisioning Culture Shift: Building a Strategic Framework for Service Oriented Cataloging.* Paper presented at American Library Association, Midwinter Meeting, Dallas TX.

Roper, J. (2008, 06). *This One is Just Right: Metadata Design and Implementation at the University of Maryland.* Paper presented at American Library Association, Annual Meeting, Anaheim, CA.

Roper, J. (2007, 09). *Sibling Rivalry: Cataloging and Metadata Services.* Guest lecture for Catholic University LS 603, Technical Services, Washington, DC.

Roper, J. (2006, 11). *Metadata: Fancy Title for Cataloging or Different Concept Altogether.* Guest lecture for Catholic University LS 603, Technical Services, Washington, DC.

Gueguen, G. & Roper J. (2006, 10). *Different Collections, Same Problem: Creating a Multi-Format Searchable Database.* Paper presented at Library Information Technology Association (LITA), National Forum, Nashville, TN.

Roper, J. & Hanlon, A. (2006, 08). *Understanding From Context: Pairing EAD and Digital Repository Description.* Paper presented at DC 2006: Joint Annual Meeting of National Association of Government Archives and Records Administration, Council of State Archivists and Society of American Archivists, Washington, DC.

Roper, J. (2006, 08). *Metadata and Digital Object Roundtable Panel: Making it Real*. Invited panelist at DC 2006: Joint Annual Meeting of National Association of Government Archives and Records Administration, Council of State Archivists and Society of American Archivists, Washington, DC.

Schreibman, S., Roper, J. & Gueguen, G. (2006, 07). *Cross-collection searching: a Pandora's box or the holy grail?*. Paper presented at Digital Humanities Conference, Paris, France.

Roper, J. & Gueguen, G. (2006, 04). *Metadata for digital repositories*. Guest lecture for University of Maryland CLIS 708Y, Digital Repositories, College Park, MD.

Wisser, K. & Roper, J. (2002, 05 & 06). *Maximizing metadata: exploring the EAD MARC relationship*. Paper presented at Librarians Association of University of North Carolina Chapel Hill Research Forum, Chapel Hill, NC and 43rd Annual Rare Books and Manuscripts Section Preconference, Atlanta, GA.

Instruction

Fundamentals of Digital Libraries

Six week online course co-developed with Ivey Glendon and Gretchen Gueguen for ALCTS
Course development (2019-2020)
Co-instructor (2021-present, 5 sessions)

Fundamentals of Metadata

Six week online course co-developed with Ivey Glendon for ALCTS
Course development with Ivey Glendon (2016-2017)
Co-taught with Ivey Glendon (2017, 2 sessions)
Co-teaching and training new instructors (2018, 3 sessions; 2019, 3 sessions, 2020, 3 sessions, 2021, 2 sessions, 2022, 1 session)

Metadata Standards and Applications

Two day workshop developed by Diane Hillman for ALCTS
Co-taught with Erin Stalberg (2008-2012, 8 sessions)

Metadata and Digital Library Development

Two day workshop developed by David Ruddy for ALCTS
Solo taught (2010-2012, 2 sessions)

Demystifying EAD

Full day workshop co-developed and co-taught with Jennie A. Levine and Ann Hanlon
The Library in Bits and Bytes (College Park, MD, September 2005)