



2005-2010 Strategic Plan Template

J. Murrey Atkins Library 2005-2010 Strategic Plan June 30, 2009

I. EXECUTIVE SUMMARY

1-2 pages

A. Mission and goals:

I. Executive Summary

Mission:

The mission of the J. Murrey Atkins Library is to enhance ever more appropriately the full spectrum of educational, integrated services, and research effectiveness of the University by providing a technology-rich environment to create and facilitate access to multiple forms and formats of information, within and beyond the campus, to meet the instructional, curricular, co-curricular and research needs of students, faculty, staff, and citizens of North Carolina.

Vision:

The University Library will transform itself in an ongoing way to remain a model academic research library that supports UNC-Charlotte; as the University grows in size and programs, the Library will enhance the growth by anticipating and implementing new ways of meeting the information, curricular and scholarly needs of the University community.

In the five year strategic plan for the J. Murrey Atkins Library, it is evident that the library must continue to change and shape its services as the University changes and shapes its programs and degree offerings. The Library sees itself in a role of being the centralized location for study, research, reflection and collaboration while providing innovative, cutting-edge services that reflect the expertise of its staff and thoughtful use of its technology.

At the same time, the Library is also providing an ever expanding range of collections, both electronic and traditional. Because of the increased research needs of Doctoral and Master’s degree programs, the Library must have a significant increase to its collections budget in order to provide resources necessary for research in these areas, especially in science and technology. Without this increase, the Library will fall behind in what it needs to adequately serve the research needs of the university’s faculty and students. The Library must also invest in its digital resources as well. Expansions in the New South Voices collection and new initiatives such as the WBTV tapes are important special collections that must have an increased digital presence. In addition, innovations such as Open Access Journals and easier access to paid subscriptions will change the landscape in how library users find and use information, and the Atkins Library will keep abreast of these changes through its Digital Library program.

Another challenge in this five year period is the dwindling amount of space to house library collections. It is projected that the library will be at capacity by 2007. The Library must develop a means to either add shelving in its existing facility or find remote storage options for collections that receive little use. Regardless, the Atkins Library is still collecting physical materials and does not see a change in that pattern in the near future.

	<p>The library has had several successes in providing better services to its population in the past five years. Programs such as Laptop Lending, full-text linking functions in the catalog, electronic delivery of Interlibrary Loan articles, and wireless computing have enabled the Atkins Library to provide services often offered at larger institutions. This plan builds upon the Library's past successes, looks at where there will be future demand, and offers ways of meeting those demands in service and available information technology. Because of the increasing shifts in how library users find, manipulate and use information, the Library must also evaluate its services and investigate how best to serve both the proficient and novice user. This need requires an evaluation and possible redesign of the Library's major service area, the Information Commons.</p> <p>Regardless of where change comes, it is inevitable. The Atkins Library is committed to its mission and vision while preparing for and addressing the issues that bring about change. This Strategic Plan is the Atkins Library's roadmap for the next five years. With it, the Library will stay committed to its services, collections, technology and facility while also offering innovative services and collections that are needed, relevant and serve the UNC Charlotte community.</p>
<p>B. Summary of process used to develop unit goals:</p>	<p>Goals were developed through a consensus process involving representatives of all units in the Library.</p>
<p>C. Summary of major goals in strategic plan:</p>	<p>Goal # 1: Re-define library services and space to more effectively support teaching, learning and research.</p> <p>Goal # 2: Provide and/or enhance electronic and traditional collections that reflect changing programmatic emphases and academic and regional needs.</p> <p>Goal # 3: Increase Library Research and Information Literacy skills among students across all disciplines and increase awareness of these skills among Academic Faculty.</p> <p>Goal # 4: Enhance internal and external funding development.</p> <p>Goal # 5: Promote the services and resources of the Atkins Library within the university community and beyond.</p> <p>Goal # 6: Develop and support innovations in the use and creation of digital resources and technology.</p> <p>Goal # 7: Enhance organizational effectiveness.</p>
<p>D. Summary of new resources required to achieve new goals:</p>	<p>Goal 1:</p> <p>One-Time Costs:</p> <ul style="list-style-type: none"> ◆ \$1,600,000 -- Conversion of Information Commons/creation of 24-hour facility (see Appendix E) ◆ \$600,000 -- Convert Collection to RFID technology ◆ \$25,000 -- 1 Self-Check Machine ◆ \$10,500 -- Participation in next round of SAILS and LIBQUAL ◆ \$3,419,500 -- Total one-time costs <p>Ongoing operating costs (yearly):</p> <ul style="list-style-type: none"> ◆ \$25,000 -- Increase, replace and maintain circulating laptops <p>Ongoing increase in personnel costs (yearly):</p> <ul style="list-style-type: none"> ◆ \$56,592 -- Document Delivery Librarian (EPA) ◆ \$56,592 -- Media Resources Librarian (EPA) ◆ \$108,184 -- Reference Librarian (2-EPA)

	<ul style="list-style-type: none"> ◆ \$18,361 -- Library Assistant for Interlibrary Loan (.75 FTE SPA 59) ◆ \$27,913 -- Library Assistant for Circulation (SPA 59) ◆ \$26,244 -- Library Clerk III for Information Desk (SPA 57) ◆ \$31,202 -- Library Technical Assistant I for Presentation Support (SPA 61) ◆ \$35,245 -- Records Analyst II for Special Collections (SPA 66) ◆ \$42,435 -- Office Assistant for Special Collections (1.5FTE SPA 57) ◆ \$402,768 – Total ongoing personnel costs <p>Goal 2: Ongoing operating costs (yearly):</p> <ul style="list-style-type: none"> ◆ \$854,000 – Collections funding required for support of PhD programs and new initiatives <p>Goal 5:</p> <ul style="list-style-type: none"> • Increase marketing Budget to \$10,000 (from \$5000) • \$25,000 for 2 color printers • Additional \$5000 to reference for printing <p>Goal 6: Ongoing operating costs (yearly):</p> <ul style="list-style-type: none"> ◆ \$100,000 -- Increase, replace and maintain computer workstations in library ◆ \$10,000 – Digital library equipment and operating costs ◆ \$110,000 – Total ongoing operational costs <p>Ongoing increase in personnel costs (yearly):</p> <ul style="list-style-type: none"> ◆ \$62,500 – Digital Librarian (EPA) ◆ \$56,592 – Open Access Initiatives Librarian (EPA) ◆ \$47,425 – Programmer (SPA 74) ◆ \$40,807 – Digital Technician (SPA 70) ◆ \$31,839 – Computer Support Technician (SPA 63) ◆ \$182,571 – Total ongoing personnel costs
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II. ENVIRONMENTAL SCAN/ UPDATES SINCE LAST FIVE –YEAR STRATEGIC PLAN

1-2 pages

<p>A. Assessment of cumulative progress in meeting goals in current strategic plan:</p>	<p>The following are Goals from the Atkins Library 2004 – 2009 Strategic Plan, and an assessment of progress in meeting these goals:</p> <ol style="list-style-type: none"> 1. Improve access to all forms of information for the campus, as well as the region, by seeking to make information seamless from any location, on and off campus <ol style="list-style-type: none"> a. Access to context-sensitive, integrated library resources was greatly facilitated by the implementation of an Open-URL product (WebBridge). This software links the full-text of electronic resources directly to the databases, so patrons experience seamless access to the information they need. b. Great progress has also been made in integrating discipline-specific Library Resources into WebCT courseware, and in developing online tutorials for Library instruction. c. Off-campus access was greatly enhanced with the purchase and implementation of the VPN software. d. Distance Education Library Services continue to be developed and enhanced, moving toward more customized service (e.g. electronic delivery of article requests to the student’s desktop) e. In response to frequent requests from Student Government, the Library has added additional hours of operation during exam periods. These hours might be extended further during pre-exam times, depending on needs and resources. f. The Interlibrary Loan Service has greatly improved its turnaround time due to the move toward online requests and delivery.
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- g. Electronic Reserves continues to be a growing service, allowing students access to class readings anywhere, anytime.
- h. The Library collaborated with ITS to improve remote access to its electronic resources for faculty, staff and students with implementation of the VPN system. This service has been particularly popular with faculty and students and addressed a major problem on previous assessments such as LibQual.

2. Develop a program to promote the services of the Library to all of its constituencies

- a. The Library's Liaison Program was re-structured and enhanced, expanding its reach to include constituencies not addressed before (e.g. Centers and Institutes). A Faculty Services website was developed to promote the Library's services to Faculty. Instructional Services, part of the Liaison Program, continue to expand and now incorporate some online tutorials to supplement classroom instruction.
- b. A new position was established to handle Public Relations, Marketing, Grants and Events Planning for the Library. This division is in the process of developing a marketing plan for the Library, publishing a Newsletter to be sent to our external constituencies, and is working with the UNC Charlotte Development Office in the area of external funding.
- c. Several new public services have been developed to promote services to an increasingly diverse constituency: Virtual Reference (including email and chat), Alert Services to help Faculty and researchers stay current with the literature, and Electronic Reserves to reach those students off-campus.
- d. Efforts are being made to promote the use of the Library's Special Collections for Classroom Instruction.
- e. The Library hosted several successful events such as the Mason Talk which featured award-winning children's author Gail Haley, served as a site for Early Voting in Mecklenburg county in which 3800 people participated, and organized a Colloquium on Scholarly Communication for the University Community.
- f. With the hiring of its new Director, Video Production Services has dramatically improved the quality and focus of UNC Charlotte Cable programming (Channel 22). By adding three additional University centric television series, significantly retooling existing programs and acquiring higher quality satellite content this service has been vastly improved.

3. Build and sustain collections (in print, electronic, and other formats) that contribute to important initiatives on campus

- a. The Library has responded to new and changing academic programs by focusing its Collection Development efforts in these areas. Since funding has not kept pace with demands for new materials, however, this has been a challenging area for the Library. We have maximized our resources by participating in consortial purchasing agreements whenever possible.
- b. The Library was able to leverage its resources in new and innovative ways to expand the electronic content available to its users. In consultation with Academic Departments on campus, the Library decided to switch to electronic-only access to some journals. These changes, in addition to increasing collaboration with various Consortia, enabled the Atkins Library to provide some of the most comprehensive coverage of electronic journals in the state.
- c. Atkins Library was selected as a Patent and Trademark Depository Library, enhancing our ability to serve an increasingly technology-oriented campus and community.
- d. Several specialized collections have been started, including a Motor Sports Collection. In addition, holdings in Microform format have been more accurately counted and cataloged; the Curriculum and Instructional Materials have been better organized and made more accessible; and numerous Electronic Resources have been cataloged and integrated into the Catalog and the website; and finally, a Digital Management System for Oral Histories has been initiated.

- e. A project was undertaken to make the wealth of maps owned by Atkins Library more accessible to the University community.

4. Maintain and provide the best possible space

- a. The Library has advocated for the installation of Compact Shelving on the Ground Level, as indicated in the initial renovation plans. As space has become increasingly scarce and Collections continue to grow, space needs for Collections have reached a critical state.
- b. Wireless technology has been implemented throughout most of the building. The laptop lending program, in conjunction with this wireless technology, has greatly expanded access to information throughout the building.
- c. Security services have been expanded with increased staffing.
- d. The addition of a Coffee Shop/Internet Cafe to the Library has proved to be a popular attraction, undoubtedly resulting in increased traffic to the Library and greater use of its resources.
- e. The Atkins Library was successful in completing a major re-carpeting project in the library with minimal disruption to services. The project was successfully completed with minimal disruption to patron service.

5. Improve information literacy and user education [and]

6. Public information services seek to improve support for all aspects and forms of information literacy, scholarship and research by integrating service, subject specialists, liaisons, and appropriate technological resources into a well-defined information literacy research support program

- a. The Library Instruction program has expanded to include the development of tutorials (including the use of streaming technology) for online instruction in addition to an increasing number of classroom sessions.
- b. The Library in 2003/2004 participated in the SAILS (Standard Assessment of Information Literacy Skills) project, sponsored by the Association of Research Libraries (ARL). This is the foremost national higher-education initiative designed to assess information literacy skills of students.
- c. The Library's Liaison program was restructured to encourage more collaboration between Librarians and Academic Faculty. For example, Library Instructors are strongly encouraged to work with Faculty members in targeting the Library session to specific class assignments. We are also working to incorporate more Library resources into WebCT classes.
- d. A major survey of Library Users (LibQUAL+) was completed in 2003 and was the basis of several improvements in Library services (e.g. implementation of the VPN Network for remote access to resources).

7. Support staff recruitment and training activities

- a. A Diversity Survey of all Library Faculty and Staff was conducted in 2005. The results of the survey have formed the basis for followup workshops to address the deficiencies identified in the survey.
- b. The Staff Training and Development section of the Library has surveyed each Library department individually, and is responding to identified training needs with in-house workshops or recommendations for external training.
- c. The Library has started the process of re-classifying SPA positions in the Library according to the new Banding requirements. In addition, new Job Descriptions have been written for all Library Faculty, and have been posted on the Library's Intranet.

8. Improve information technology

- a. Atkins Library has continued to expand the physical hardware and infrastructure in support of UNC Charlotte faculty and students. The library implemented and provided patron support for updated hardware and software which includes: 60 additional productivity workstations, an upgrade of all computers and monitors in the Scanning Lab, a Multimedia Lab addition of 3 new iMac G5 computers, a VHS-to-DVD conversion unit, and an 8mm video camera.
- b. The Library partnered with Information Technology Services to provide several wireless hotspots with continuous coverage in the Ground through Third floors of the library.

	<ul style="list-style-type: none"> c. The Library instituted its laptop lending program in the Fall of 2004, and continues to add to the program due to its great popularity. With the help of two foundation grants, the library was initially able to provide 24 laptops for student and faculty use. This number has now doubled. d. In all, the library increased the availability of computing resources to its users by over 40% in the past year. e. The Library's website was totally redesigned as a database-driven site, and continues to evolve with new features and services. f. A Digital Information Services Librarian was hired to support new digital initiatives such as the Institutional Repository.
<p>B. Environmental scan/updates of challenges, opportunities, and obstacles since last strategic plan:</p>	<p>Strengths</p> <ul style="list-style-type: none"> 1. Well-trained, diverse and qualified faculty and staff who stay current with Library innovations and show initiative in offering new services 2. The Atkins Library Building: <ul style="list-style-type: none"> a. Is well-designed and has been recently renovated b. Is centrally located within the campus c. Has excellent amenities such as good lighting, comfortable seating, and a popular Coffee Shop/Internet Café d. Has state-of-the-art security systems and very well-trained security staff e. Has excellent access to computers for public use, including wireless access 3. Collections: <ul style="list-style-type: none"> a. Increasingly broad range of electronic resources b. Several Areas of Excellence within collections c. New initiatives, such as Motor Sports Collection 4. Relationships <ul style="list-style-type: none"> a. Library enjoys excellent relationships within the UNC Charlotte Community, as well as the broader Charlotte area b. Growing Consortial Relationships (e.g. ULAC, Carolina Consortium, Kudzu) result in ability to increase Collections and expand access to additional materials 5. Video Production Services (Channel 22) offers: <ul style="list-style-type: none"> a. A substantial amount of new programming, in addition to established offerings b. Excellent marketing opportunity and increased visibility of UNC Charlotte within the larger community c. Growing number of Distance Education offerings <p>Weaknesses</p> <ul style="list-style-type: none"> 1. Funding has not kept pace with growing Collections needs as we move to higher Carnegie Research status. There is increasing competition within UNC Charlotte for funding to support research. 2. Lack of long-term planning for Library Building infrastructure needs 3. Space needs for Collections due to lack of funding for planned compact shelving 4. Limited endowment funds; lack of Development assistance dedicated to Library needs 5. Large number of Faculty and Staff approaching retirement (especially Management level) 6. Low salaries affect recruitment efforts 7. Lack of adequate funding to support needed staffing levels and equipment upgrades for Video Production Services <p>Opportunities</p> <ul style="list-style-type: none"> 1. The Library serves as a focal point for students in several unique ways: <ul style="list-style-type: none"> a. In the traditional sense, the Library continues to serve as a "study space" for students – the concept of "Library as Place." b. Increasingly, the Library is used for group work and collaborative efforts. We can continue to promote this concept by reconfiguring space to provide

	<p>more Group Study space.</p> <p>c. The addition of the Ritazza Coffee Shop/Internet Café continues to draw students for work, study and conversation.</p> <ol style="list-style-type: none"> 2. The North Carolina Research Campus in Kannapolis provides the opportunity for the Library to make significant contributions in support of Research and Development efforts. In addition, we will collaborate with other libraries in the area and with the UNC System to provide needed resources and services for the Campus. 3. Recent circulation figures indicate a high use of a large portion of the Collection. This indicates that our Collection size should be increased to accommodate usage levels. 4. Increasing digitization of books (e.g. Google Library projects) will increase demands for a variety of additional physical resources. 5. There is increasing pressure to offer library resources electronically, particularly in the Science and Technology fields. This includes purchase of back issues of journals in electronic format. 6. The Library has experienced growing demand for works in digital and mixed media formats. Our Collection Development efforts can be adjusted to reflect these demands. 7. Digitization of unique local resources will allow us to share our Collections with the larger community. <p>Trends</p> <ol style="list-style-type: none"> 1. There is increasing demand for space on campus, so our facilities are in high demand. 2. As the UNC Charlotte Campus continues to grow, we will experience challenges in serving the University Community from a central location. This will become particularly difficult when a campus is built uptown. Serving patrons at more distant locations will require re-thinking some services. 3. The growth of Distance Education (particularly online) will have an impact on Library services, encouraging us to develop more online services, such as Chat Reference Services and online tutorials. 4. The growth of Channel 22 programming will increase UNC Charlotte visibility throughout the viewing area; it will become an excellent marketing tool for the University and the Library. 5. The future of NCREN is uncertain, and this will impact the future of Channel 22 and Video Production Services.
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III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES FOR 2005-2010

A. Goal #1: Re-define library services and space to more effectively support teaching, learning and research.

<p>B. Relationship of goal to next higher reporting unit goal:</p>	<p>This Goal supports Academic Affairs Goals # 1, 2, 3, 5, 6, 7</p>
<p>C. Action plans to achieve goal:</p>	<ol style="list-style-type: none"> 1. Encourage independent learning and information-seeking skills by promoting self-initiated tools (such as streaming tutorials for Library Instruction and self-checkout machines). 2. Integrate disparate information resources to provide seamless access to information through: <ol style="list-style-type: none"> a. The implementation of federated search software for cross-database, multi-resource searching. b. Improvement in the Library website design to increase ease of finding information. c. Increased integration of Library Resources/Skills within WebCT Courseware. 3. Assess public spaces in the Library to: <ol style="list-style-type: none"> a. Foster collaborative learning b. House growing collections 4. Enhance the facility to promote the "Library as Place." 5. Assess services in the library provided directly to the public to: <ol style="list-style-type: none"> a. Promote retention and success of students from diverse backgrounds b. Enhance support of Faculty teaching and research
<p>D. Effectiveness measures/methods to assess outcomes/goal attainment:</p>	<ol style="list-style-type: none"> 1. Track usage patterns of patron-initiated services (such as tutorials and self-checkout equipment) and report trends. Growing usage of such products will indicate an outcome of an increasingly independent learning community. <ul style="list-style-type: none"> • Get Usage Data from statistics on selected tutorials, remote access data, and from self-checkout statistics. 2. Effectiveness of these actions will be measured by: <ol style="list-style-type: none"> a. Successful implementation of federated search software, and analysis of usage data to track trends. <ul style="list-style-type: none"> • After federated search software is operational, measure database usage statistics (e.g. searches, sessions, Project Counter) every two years to determine any trends in increasing breadth of titles used. b. Website Usability Studies and Focus Groups to measure improvements in ease of finding information. <ul style="list-style-type: none"> • Compare new website design with current one, using Focus Groups and Usability Studies. Design questions for Focus Group to determine if it's easier to locate a variety of resources. c. Work with the Library Liaisons and FCTeL to encourage inclusion of Library resources within courseware. <ul style="list-style-type: none"> • Through the Liaison Program and FCTeL, track the number of WebCT courses that include a Library Resources/Skills component. 3. <ol style="list-style-type: none"> a. Public Spaces, Service Points (Desks), and Collaborative Spaces will be evaluated for their ability to foster collaborative learning. <ul style="list-style-type: none"> • Assessments will be made through various venues, such as focus groups, consultants, or library committees. b. A Collections Space Plan will be proposed to cover anticipated growth for the next 10 – 20 years. The first phase will consist of the installation of compact shelving on the Ground Level; the second phase will be a longer-term solution and could include a recommendations for an off-site storage facility. <ul style="list-style-type: none"> ➢ Compact shelving will be installed and appropriate collections identified for

	<p>its use. A long-range plan covering up to 20 years' growth will be proposed.</p> <ol style="list-style-type: none"> 4. Survey instruments such as LibQual, SAILS, Sophomore and Senior Surveys; Focus Groups; Student Advisory Group; FALC; population counts in the building <ol style="list-style-type: none"> a. Carry out appropriate surveys, focus groups etc to assess patrons' satisfaction with the Library facility 5. Assessment of services of staff covering all six public service desks in the library: <ol style="list-style-type: none"> a. Increased one-on-one interactions with students at the desks and through office appointments, email reference, virtual reference, Web Pages, and orientations to each incoming class of graduate students by discipline <ul style="list-style-type: none"> ➤ Counts of Web pages, surveys, focus groups, transaction statistics for office appointments, email and virtual reference, reporting of number of students in orientations, and results of sophomore and senior surveys b. Increased interaction with teaching faculty concerning instruction sessions for class, enhanced class Web Pages and incorporation of Library resources into class Web CT modules; Increased one-on-one interactions with Faculty in assigned subject areas to support research, and development of in-house guidelines for library consultations on course and program proposals <ul style="list-style-type: none"> ➤ Counts of class Web pages and visits to class Web pages, WebCT projects, reporting of number of instruction sessions and students, written course and program proposal guidelines, surveys, focus groups and one-on-one transaction statistics
<p>E. Assessment schedule to assess goal:</p>	<ol style="list-style-type: none"> 1. Every third year 2. <ol style="list-style-type: none"> a. Every two years b. Ongoing c. Report percentage of WebCT courses with Library component annually 3. <ol style="list-style-type: none"> a. Variable and Ongoing b. Ongoing over next 20 years 4. Annually 5. Annually
<p>F. Person/group responsible:</p>	<ol style="list-style-type: none"> 1. Betty Ladner and Donna Gunter 2. <ol style="list-style-type: none"> a. Chuck Hamaker and Stephen Westman b. Web Redesign Committee c. Liaisons 3. <ol style="list-style-type: none"> a. Public Services Committee b. Mark Reynolds 4. Public Services Committee 5. Dawn Hubbs, Betty Ladner, Michael Winecoff, Barbara Tierney, Katie McCormick
<p>G. Performance outcomes for goal:</p>	<ol style="list-style-type: none"> 1. Increase of at least 10% over a 3-year period will indicate trend toward independent learning. 2. Success measured by: <ol style="list-style-type: none"> a. Federated search software operational; increase in variety of databases and other resources (e.g. Special Collections) accessed b. Positive results (>50%) from Usability studies and Focus Groups regarding ease in finding information from website c. Increasing percentage of WebCT Courses that include a Library component. 3. <ol style="list-style-type: none"> a. Positive outcomes from the various assessment methodologies will indicate success. b. Successful outcome indicated by the planning and provision of adequate space for the Library's Collections over the next 10 - 20 years. 4. Success measured by positive survey comments and focus group discussions; also by increasing population counts within the library. 5. Success measured by:

	<ul style="list-style-type: none"> a. Increase in counts of one-on-one interactions, class and subject Web pages, email and virtual reference, and orientations sessions b. Increase in counts of contacts, visits to class and subject Web pages.
H. Resources Required:	See I. D above

ANNUAL REPORT

I. Annual progress assessment of performance outcomes:	<p>Assessment Performed (Performance Outcome #)</p> <ul style="list-style-type: none"> ➤ Results of Assessment
	<p>After MetaFind is operational, measure database usage statistics (2a)</p> <ul style="list-style-type: none"> ➤ Metafind was replaced by WebFeat, after it was determined to be a superior product. This is a multi-database search interface that allows patrons to perform a single search in multiple resources. WebFeat became operational on January 1, 2009, and for the Spring 2009 semester there were 40,022 searches performed. Since each search typically includes Multiple databases, the number of databases accessed is much higher. We will need a longer timeline to determine any trends in searching activity.
	<p>Compare new website design with current one, using Focus Groups and Usability Studies. Design questions for Focus Group to determine if it's easier to locate a variety of resources (2b)</p> <ul style="list-style-type: none"> ➤ No assessments were conducted on the website for 2008/2009.
	<p>Through the Liaison Program and FCTeL, track the number of Blackboard courses that include a Library Resources/Skills component (2c)</p> <ul style="list-style-type: none"> ➤ There were 16 Library Modules embedded in Blackboard courses for 2008/2009 – a 167% increase over 2007/2008.
	<p>Compact shelving will be installed and appropriate collections identified for its use. A long-range plan covering up to 20 years' growth will be proposed (3b)</p> <ul style="list-style-type: none"> ➤ The Library presented a potential expansion concept to the Provost in January of 2008 that proposed the deployment of an Automated Storage and Retrieval System (ASRS) to allow Atkins Library to move collections from space in the Tower, thereby freeing that space for growing programmatic and study needs. We subsequently met with the Campus Master Planners to incorporate the library's growth projections into their final Campus Master Plan. To date, we have been added to the Capital Projects list with a priority #4 rating. <p>Our current projections of collections growth indicate that we should have 4.18 years of growth space remaining in the General Collections. Space needs for the Periodicals Collection is more urgent: we estimate that this collection will be out of space in roughly 2 years. The Government Documents collection is already out of workable space. Fortunately, growth rate has slowed for this collection due to the move toward electronic publishing of government documents.</p>
	<p>Carry out appropriate surveys, focus groups etc to assess patrons' satisfaction with the Library facility (4)</p> <ul style="list-style-type: none"> ➤ Following are topics addressed through the Library's online Suggestion Box (Library's response in italics) – topics in order from greatest to least number of suggestions : <ul style="list-style-type: none"> ○ Technology: (software not working, language packs not loaded, not enough computers, laptops) <i>We have updated software, added language with next update, etc. Cannot add more computers because of lack of funding, and we do not have enough electrical connections.</i> ○ Building facilities:(too hot, too cold, outside graffiti, dirty, not enough

	<p>signs) <i>Comments referred to and addressed by Facilities Staff; signage was redesigned and added this year.</i></p> <ul style="list-style-type: none"> ○ Hours: requests for 24/7 opening, or at least longer hours (especially for exams) <i>The Library could not consider longer hours, or the 24/7 option, without significant additional funding so this topic could not be addressed under current fiscal constraints.</i> ○ Help with Personal accounts, fines, etc: <i>Most requests were resolved either with personal assistance or by posting the answer online.</i> ○ Noise in the Library: <i>Noise continues to be a problem in the Library, particularly given the open design of the atrium. We have responded by increasing study space in the Halton Room (a quiet study area) by moving collections from the room and replacing them with study tables. We have also updated our Quiet Area signage to make it more noticeable and effective. Finally, we are increasing the number of rooms which can be booked for group work, which should result in fewer collaborative projects in the open spaces.</i> 	
	<p>Counts of Web pages, surveys, focus groups, transaction statistics for office appointments, email and virtual reference, reporting of number of students in orientations, and results of sophomore and senior surveys (5a)</p> <ul style="list-style-type: none"> ➤ Desk/Office inquiries: There were 2180 Office appointments with Reference Librarians ➤ Live chat sessions: 1,222 Live Chat sessions with reference Librarians ➤ (199% increase) ➤ Email questions: 592 Email Questions answered (67% decrease) 	
	<p>Counts of class Web pages and visits to class Web pages, WebCT projects, reporting of number of instruction sessions and students, written course and program proposal guidelines, surveys, focus groups and one-on-one transaction statistics (5b)</p> <ul style="list-style-type: none"> ➤ Library Modules in Blackboard Courses: 16 (167% increase) over last year) ➤ Number of Library Instruction Sessions: 490 (same as last year) ➤ Number of students taught: 10,803 (2% decrease) 	
<p>J. Follow-up plan to make changes as a result of assessment findings:</p>	<ul style="list-style-type: none"> ➤ We will continue to assess the functionality and usefulness of WebFeat as our federated search engine. ➤ Some type of Website assessment will be conducted. ➤ Librarians will transition its Library Modules to Moodle as the University moves from Blackboard to this new product. We will aim to increase the number of Blackboard/Moodle courses that include a Library component. ➤ Collections space is becoming increasingly urgent as outlined above. This will need to be addressed in the near future, particularly in the areas of Government Documents and Periodicals. 	



III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES

A. Goal #2: Provide and/or enhance electronic and traditional collections that reflect changing programmatic emphases and academic and regional needs.

B. Relationship of goal to next higher reporting unit goal:	This Goal supports Academic Affairs Goals # 1, 2, 3, 6
C. Action plans to achieve goal:	<ol style="list-style-type: none"> 1. Assure that the Library's intellectual resources (i.e. its Collections) are strategically aligned to support teaching, research and learning for faculty, staff and students. 2. Collaborate with University departments to provide funds targeted for collections in their subject areas (e.g. Motor Sports Engineering)
D. Effectiveness measures/methods to assess outcomes/goal attainment:	<ol style="list-style-type: none"> 1. Effectiveness measured by: <ol style="list-style-type: none"> a. Collection analyses from Course Proposals/Accreditation Reports and Conspectus analyses <ul style="list-style-type: none"> • Summarize Collection Analyses for the past year from Course Proposals, Accreditation Reports and Conspectus projects, and present in chart or report format. Include percentage of reports with at least "adequate" holdings statement. b. Feedback from FALC, Departmental Representatives, Library Liaisons and other appropriate target audiences <ul style="list-style-type: none"> • Survey FALC and Departmental Reps at least bi-annually (formal and informal feedback) c. Adequate budget for Collections <ul style="list-style-type: none"> • Sufficient funding to continue journal subscriptions, support Approval Plan, and address any inadequacies identified in 1a. 2. Collections budget increased by inclusion of external funding (e.g. from Motor Sports Engineering) <ul style="list-style-type: none"> • Report percentage of materials budget from external sources
E. Assessment schedule to assess goal:	<ol style="list-style-type: none"> 1. Bi-annually 2. Ongoing
F. Person/group responsible:	<ol style="list-style-type: none"> 1. <ol style="list-style-type: none"> a. Chuck Hamaker and Amanda Harmon b. Chuck Hamaker and Amanda Harmon c. Carole Runnion and Amanda Harmon 2. Carole Runnion and Chuck Hamaker
G. Performance outcomes for goal:	<ol style="list-style-type: none"> 1. Successful outcome indicated by: <ol style="list-style-type: none"> a. Majority (>50%) of Library Assessments indicate at least adequate Collections b. Majority (>50%) of surveys indicate satisfaction with Collections c. Collections Budget increases commensurate with program expansions, inflation, and increasing student population 2. At least 3% of materials expenditures from University Departments and other sources
H. Resources Required:	See I. D above

ANNUAL REPORT

I. Annual progress assessment of performance outcomes:	Assessment Performed (Performance Outcome #)
	<p align="center">➤ Results of Assessment</p> <p>Sufficient funding to continue journal subscriptions, support Approval Plan, and address any inadequacies identified in 1a. (1c)</p>

	<ul style="list-style-type: none"> ➤ The Library has had to abruptly stop the Approval Plan and limit firm ordering of non-continuing items to strict necessities, due to the State's budget crisis. All expenditures from State funds had to be justified in terms of their value for teaching and students, and not all library materials qualified. On the positive side, we managed to justify and make payment for nearly all of our electronic resources—full text and information databases—as well as subscriptions and standing orders, at least for the current year. We will have to review everything in those two categories for 2010 payments. Even if we had our entire continuing budget, that would be barely sufficient to support electronic resources and other continuations. We expended all of the budgeted amount, with the exception of approximately \$9,800.
	<p>Report percentage of materials budget from external sources (2)</p> <ul style="list-style-type: none"> ➤ External funding was expended as follows (Total approx. \$111,740): <ul style="list-style-type: none"> ○ Lost and replacement book funds: \$36,649.54 (\$1,031.99 was from previous years' orders) ○ Dalton Fund (Special Collections): \$21,438.50 ○ Mason Fund (Special Collections): \$519.27 ○ Judaica/Hebraica: \$9,640.36 ○ Respiratory Therapy Grant: \$9,824.98 ○ College of Business: \$32,070 (Partial payment for Datastream, Ibis World, and Mintel Reports renewals) ○ Chemistry Dept.: \$1,600 (Partial payment for Cambridge Structural Database) <p>This amounts to 3.39% of the allocated budget.</p>
<p>J. Follow-up plan to make changes as a result of assessment findings:</p>	<ul style="list-style-type: none"> ➤ The Library will continue its Serials Analysis project to determine how we can best allocate limited resources, and keep the Collections aligned with the teaching and research needs of the University. ➤ We hope to reinstate the Approval Plan as the state's financial situation improves. ➤ The Library will continue to pursue consortial agreements for electronic resources to maximize our buying power.

III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES

A. Goal #3: Increase Library Research and Information Literacy skills among students across all disciplines and increase awareness of these skills among Academic Faculty.

B. Relationship of goal to next higher reporting unit goal:	This Goal supports Academic Affairs Goals # 1, 7.
C. Action plans to achieve goal:	<ol style="list-style-type: none"> 1. Incorporate Information Literacy Skills competencies into the Library Instruction Program. 2. Propose a section in the Freshman Seminar program syllabus that prepares students for Information Literacy skills. 3. Initiate a Curriculum Mapping Project (CMP) within the First Year Writing Program.
D. Effectiveness measures/methods to assess outcomes/goal attainment:	<ol style="list-style-type: none"> 1. Assessment of instruction sessions, students and faculty, through surveys and questionnaires. <ul style="list-style-type: none"> • Surveys reveal >75% satisfactory scores. 2. Inclusion of Information Literacy section in the Freshman Seminar Program <ul style="list-style-type: none"> • Assessment of students enrolled in the program (possible pre- and post-testing?) 3. Map the first-year-writing program against the ACRL Information Literacy Standards in order to see where the standards are and are/not included in the curriculum. <ul style="list-style-type: none"> ➤ CMP will be carried out on an ongoing basis to determine trends in the gaps identified
E. Assessment schedule to assess goal:	<ol style="list-style-type: none"> 1. Bi-annually and ongoing 2. Annually 3. Every 3 years
F. Person/group responsible:	<ol style="list-style-type: none"> 1. Donna Gunter and Mary Metzger 2. Donna Gunter and Mary Metzger 3. Donna Gunter and Mary Metzger
G. Performance outcomes for goal:	<ol style="list-style-type: none"> 1. ACRL Information Literacy Standards included in Library Instruction Curricula within 5 years 2. Information Literacy Assessment scores increased by 25% after participation in the program 3. Curriculum map of First Year Writing Program reveals gaps in ACRL Information Literacy Standards reduced by 25% in 5 years.
H. Resources Required:	See I. D above

ANNUAL REPORT

I. Annual progress assessment of performance outcomes:	Assessment Performed (Performance Outcome #) ➤ Results of Assessment
	<p>Assessment of instruction sessions, students and faculty, through surveys and questionnaires (1) and Assessment of students enrolled in the program (possible pre- and post-testing?) (2)</p> <ul style="list-style-type: none"> ➤ Some instruction sessions were assessed this past year, although it has not been systematically implemented throughout the Library Instruction program. For the First Year Writing Program that was assessed: overall, 95% of students said that they “strongly agreed or agreed” that they were satisfied with the Library Instruction received (47 students responded).
J. Follow-up plan to make changes as a result of assessment	<ul style="list-style-type: none"> ➤ The new Head of Information Commons plans to develop a more systematic and consistent assessment methodology for the entire Library Instruction program. ➤ The head of Library Instruction plans to assess more First Year Writing Program



findings:	classes next year, using similar questionnaires that were used this year. Hopefully this will produce useful data on teaching effectiveness and on students' learning.
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III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES
A. Goal #4: Enhance internal and external funding development.

B. Relationship of goal to next higher reporting unit goal:	This Goal supports Academic Affairs Goal # 4
C. Action plans to achieve goal:	<ol style="list-style-type: none"> 1. Identify and request fiscal resources needed to adequately support new and existing academic programs, especially related to increase in Carnegie status to Research Intensive 2. Identify and pursue grant opportunities for the Library 3. Identify and cultivate donors able to give major gifts, endowments and gifts in-kind
D. Effectiveness measures/methods to assess outcomes/goal attainment:	<ol style="list-style-type: none"> 1. Adequate budget to meet academic needs <ol style="list-style-type: none"> a) Analysis of Program/Course proposals b) Journal subscriptions analysis c) Approval plan analysis 2. Increasing number of grant opportunities identified and awarded <ol style="list-style-type: none"> a) Analysis of number of grants pursued and funded b) Analysis of amount of funding awarded 3. Growth in number of gifts and dollar amount of donations and endowments <ol style="list-style-type: none"> a) Track growth of funds over 5 years
E. Assessment schedule to assess goal:	<ol style="list-style-type: none"> 1. Every 3 years 2. Annually 3. Annually
F. Person/group responsible:	<ol style="list-style-type: none"> 1. Liaisons and Chuck Hamaker 2. Brad Warren, Kathy Larson 3. Kathy Larson, Carole Runnion, Katie McCormick and Brad Warren
G. Performance outcomes for goal:	<ol style="list-style-type: none"> 1. <ol style="list-style-type: none"> a. At least 75% Course/Program proposals have "adequate" resources noted b. 50% of the journal literature in the field for PhD programs supported c. Approval plan updated every 5 years 2. <ol style="list-style-type: none"> a. 20% increase in number of grants pursued over 5 years b. 10% increase in grant dollars awarded over 5 years 3. 25% increase in funds or value of resources donated over 5 years
H. Resources Required:	See I. D. above

Assessment Performed (Performance Outcome #)

➤ **Results of Assessment**

Growth in number of gifts and dollar amount of donations and endowments:

Track growth of funds over 5 years (3a)

- **Funds pledged or given to Atkins Library were \$95,658** for 2008/2009 FY, a **54% decrease** over 2007/2008. This decrease can certainly be attributed in large part to the unprecedented economic situation facing the country and the world. Plans are in place to aggressively pursue external funding as the economic climate improves. The new University Librarian will bring welcomed energy and expertise to development efforts.

According to the Library's development Officer, the significant drop in funds pledged is a result of several things:

1. The marketing and public relations work of the Rare Book Roadshow was completed by Dec. 2008. All marketing materials were printed and ready to assist in attracting sponsors. Three corporations/ businesses were considering a lead sponsorship but balked as the market started to contract significantly with the sale of Wachovia Bank. The Library not hosting the Rare Book Roadshow diminished the library's visibility for gifts to our collections. The number of donors who made appraised donations to Atkins Library were fewer in number than the previous year(s). The decision to pull the event occurred in the first quarter of this calendar year while the market was experiencing significant gyrations and irregularity.
2. The library's decision to not host the Rare Book Roadshow resulted in no sponsorship dollars contributed to our accounts.
3. The Annual Giving efforts across the system were significantly lower than the previous two years and lower than anticipated.

- The Development Director was successful in attracting funding for events at Atkins Library. This is a practice we hope to duplicate with the incoming University Librarian.
- The Development Director worked with Richard McDevitt in introducing Campus Conversations to Atkins Library as a means by which donor stories can be produced and televised. Two installments were produced by the Broadcast Productions team. These installments will be very valuable as the library builds out a development link to the Atkins Library's web page.
- The Library hosted an interactive event for Parents Day on Feb. 14th. It was well attended with close to **48% of the parent group** participating.

Analysis of amount of grant funding awarded (2b):

- The Library was awarded an LSTA Basic Equipment Grant for **\$10,412**. This grant will allow the Library to replace the two current workstations for persons with disabilities and add two, resulting in four up-to-date, accessible, and adjustable computer workstations which will more than double the access that these students have for research and other disability-related learning needs.
- The Library was awarded the 2008-2009 State Library of North Carolina Library Services and Technology Act "Strengthening Public and Academic Library Collections" Grant in the amount of **\$10,000**. This grant was used to purchase materials for a new BA program in Respiratory Therapy

I. Annual progress assessment of performance outcomes:

	<p>offered via Distance Education.</p> <ul style="list-style-type: none"> ➤ Finally, the Library was awarded a \$30,000 grant from the Dalton-Brand Foundation to buy rare books.
<p>J. Follow-up plan to make changes as a result of assessment findings:</p>	<ul style="list-style-type: none"> ➤ This next fiscal year the Development Officer at Atkins Library is addressing the three issues listed above to impact the number of gifts received at the library. The Rare Book Roadshow 2010 will be launched with a sponsor luncheon on June 29, 2009. The goal is to secure multi-year sponsorship by the end of this fiscal year in keeping with corporate marketing planning. ➤ With the arrival of the new University Librarian, development efforts are expected to increase for 2009/2010. A proposal has been made to replace the Public Relations/Grants librarian with a Communications/Marketing professional, and if that proposal is successful our efforts in this arena will be greatly enhanced.

III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES
A. Goal # 5: Promote the services and resources of the Atkins Library within the university community and beyond.

<p>B. Relationship of goal to next higher reporting unit goal:</p>	<p>This Goal supports Academic Affairs Goals # 4, 8</p>
<p>C. Action plans to achieve goal:</p>	<ol style="list-style-type: none"> 1. Develop and begin implementation of a Public Relations and Marketing Plan for the Library 2. Promote the Library's services to more fully address the teaching and research needs of the campus 3. Increase involvement and partnerships with local and state-wide libraries and library associations
<p>D. Effectiveness measures/methods to assess outcomes/goal attainment:</p>	<ol style="list-style-type: none"> 1. Plan written and initiated <ol style="list-style-type: none"> a. # of outreach programs held b. # of students/faculty/staff reached c. Analysis of Suggestion Box comments 2. Growth and increased visibility of Library's services <ol style="list-style-type: none"> a. Complete assessment of Library's Liaison program by surveys of Academic Faculty, students and Library Liaisons b. Report and analysis of service and usage statistics c. # of individual contacts made through Research Consultations and other individualized services 3. Report of external outreach efforts, including collaborations with other libraries and organizations as well as non-UNCC individuals accessing our resources <ol style="list-style-type: none"> a. Listing of Library's collaborative associations (e.g. participation in Consortia) b. Analysis of number of external constituents in reports of library usage
<p>E. Assessment schedule to assess goal:</p>	<ol style="list-style-type: none"> 1. Every 3 years 2. Every 3 years 3. Every 2 years
<p>F. Person/group responsible:</p>	<ol style="list-style-type: none"> 1. Brad Warren 2. Liaison Advisory Team 3. Brad Warren
<p>G. Performance outcomes for goal:</p>	<ol style="list-style-type: none"> 1. Over a 3-year period: <ol style="list-style-type: none"> a. 10% increase in # of outreach programs b. 10% increase in # of students/faculty/staff reached c. Suggestion Box comments answered within 48 hours 2.

	<ul style="list-style-type: none"> a. Satisfaction with Liaison Program and Services at least 75% among all groups surveyed b. Over a 3-year period: <ul style="list-style-type: none"> a. 10% increase in # of students reached through Library Instruction program b. 5% increase in # of Class Web Pages and times accessed c. 5% increase in number of individual contacts made through Research Consultations and other individualized services <p>3.</p> <ul style="list-style-type: none"> • 5% increase in partnerships with external agencies • 5% increase in number of external constituents in reports of library usage
<p>H. Resources Required:</p>	<p>See I. D. above</p>

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<p>I. Annual progress assessment of performance outcomes:</p>	<p>Assessment Performed (Performance Outcome #)</p> <ul style="list-style-type: none"> ➤ Results of Assessment <p>Analysis of number of external constituents in reports of library usage (3b)</p> <ul style="list-style-type: none"> ➤ 1,667 Community Borrowers (70% increase from 2007/2008) ➤ Publish Don't Perish: Scholarly Publishing Issues for Universities: This was a symposium sponsored by the Library with 3 external speakers. It was promoted widely across campus, and the response was excellent. Topics covered included retaining authors' copyrights, Open Access publishing, and ethical issues in scholarly publishing. ➤ The Berlin Airlift Opening Ceremony was a very successful community event (200+ participants), and the Library has received high visibility throughout the community as a result of being selected to host the exhibit. In addition to the invitation-only Opening Ceremony, the Library helped arrange for: <ul style="list-style-type: none"> ➤ Appearance of the Honorary Council of the Federal Republic of Germany and a UNCC History Professor on the Charlotte Talks radio show with Mike Collins ➤ Taping of a discussion of the Berlin Airlift on the UNCC Campus Conversations program ➤ Coverage of the exhibit in the media (Charlotte Observer, WTVI, WFAE) ➤ Promotion of the exhibit to area teachers to encourage educational uses. ➤ Berlin Airlift Photographic Exhibit (June 1 – 24): <ul style="list-style-type: none"> ○ The Berlin Airlift Photographic Exhibit has drawn over 1000 participants (est.) to the Library for the month it has been displayed. This has been of tremendous Public Relations value to Atkins Library, as well as a true educational opportunity for students of all ages. Visitors were invited to leave comments, and some examples of the comments received were: <ul style="list-style-type: none"> ○ "As a twenty year old Air Force Soldier, I guarded bags of coal on C-47 planes. I wondered if I was going to die over a bag of coal during a crash..." - PFC Robert Lindsay ○ "I was born in Berlin. I remember being flown out at [sic] 6 years of age to my relatives in West Germany." - Peter Franz Wolf ○ "Thanks, Thanks to all who helped during this difficult time." - Mark ○ The Library reached out to the community via many notable media outlets – such as the Observer, WFAE Charlotte Talks, WTVI, All for Seniors Magazine, and Campus Conversations on UNC Charlotte's Broadcasting Station. The exhibit engaged literally thousands of people throughout the Charlotte Metro community and on campus. ○ Additionally, there have been over 8,000 pageviews of the Berlin

	<p>Airlift Website, providing additional exposure to both the Library and UNC Charlotte.</p> <ul style="list-style-type: none"> ➤ A permanent exhibit entitled “The World of Harry Golden,” was installed, based on the library’s extensive collection of Golden’s papers. Golden (1903-1981) was the publisher of <i>The Carolina Israelite</i> and the author of more than twenty books, including <i>Only in America</i> and <i>For 2C Plain</i>, which appeared on the bestseller list at the same time in 1959. 	
	<p>Growth and visibility of Library’s services (student outreach) (1 a,b,c)</p> <ul style="list-style-type: none"> ➤ WOW (Week of Welcome) participation: 4800 students reached, a 380% increase in student participation ➤ EXPLORE participation: 4800 students during 2 events ➤ SOAR: 3,920 students reached ➤ Suggestion Box Comments: Suggestions are read daily and normally answered within 24 hours. An description of the types of comments received and the action taken to address them is given above in the Annual Report section for Goal 1. <p>Growth and visibility of Library’s services (Instruction program) (2b):</p> <ul style="list-style-type: none"> ➤ The number of Library Instruction Sessions for 2008/2009 was 490, representing a 22.5% increase over a 3-year period. ➤ The number of students receiving formal Library Instruction in 2008/2009 was 10,803, a 29.5% increase over a 3-year period. This impressive number indicates that the Library is reaching 45% of the student population with formal Library Instruction services. 	
<p>J. Follow-up plan to make changes as a result of assessment findings:</p>	<ul style="list-style-type: none"> ➤ The Rare Book Roadshow event is being planned for April 2010. This is a sequel to the event held in 2008, but will be larger and will be promoted broadly across the Charlotte region. External sponsors are being contacted for financial support, and we expect to have a large community turnout. ➤ Since the Public Relations/Grants Librarian has left the Library, it has been recognized that our needs would be better met by a Communications/Public Relations/Marketing professional who can support a variety of expanding outreach efforts, including Development. The new University Librarian will have the opportunity to determine the direction this program will take. ➤ The Instruction Librarians intend to continue their growth of the program to keep pace with the increasing student enrollment. To this end, they are developing a series of online Library Instruction Modules that can supplement the face-to-face instruction program. ➤ Another program on Scholarly Publishing issues is being planned for 2009/2010. 	

III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES

A. Goal # 6: Develop and support innovations in the use and creation of digital resources and technology.

<p>B. Relationship of goal to next higher reporting unit goal:</p>	<p>This Goal supports Academic Affairs Goals # 1,2, 6, 7</p>
<p>C. Action plans to achieve goal:</p>	<ol style="list-style-type: none"> 1. Enhance and continually update technology resources available to faculty and students. 2. Develop a digital library support infrastructure to serve as a facility for the creation and preservation of a wide range of electronic resources. 3. Develop an Institutional Repository to store items such as ETDs, Digital Library objects and Faculty Publications.
<p>D. Effectiveness measures/methods to</p>	<ol style="list-style-type: none"> 1. 5 year replacement cycle for hardware <ul style="list-style-type: none"> • Analyze database of existing hardware to determine post-warranty hardware

assess outcomes/goal attainment:	<p>that needs replacement</p> <ol style="list-style-type: none"> 2. Digital Projects Advisory Group mission document containing specifications and development timeline <ul style="list-style-type: none"> • Analyze funding requirements and progress of implementation and developing infrastructure 3. Establishment and growth of Institutional Repository <ul style="list-style-type: none"> • Analysis of Institutional Repository content with regard to number and diversity of resources
E. Assessment schedule to assess goal:	<ol style="list-style-type: none"> 1. Annually 2. Annually 3. Assessment at end of 5 year cycle (2010)
F. Person/group responsible:	<ol style="list-style-type: none"> 1. Michael Winecoff 2. Digital Projects Advisory Group 3. Institutional Repository Committee
G. Performance outcomes for goal:	<ol style="list-style-type: none"> 1. 20% of post-warranty hardware will be replaced 2. At least two new digital projects undertaken per year 3. 100% of eligible Doctoral Dissertations and 20% of all Faculty article publications submitted to Institutional Repository
H. Resources Required:	See I. D. above

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I. Annual progress assessment of performance outcomes:	<p>Assessment Performed (Performance Outcome #)</p> <p>➤ Results of Assessment</p> <p>Analyze database of existing hardware to determine post-warranty hardware that needs replacement (1)</p> <ul style="list-style-type: none"> ➤ Purchased two computers for the Assistive Technology room for students with disabilities ➤ Replaced 75 aging and out-of-warranty student computers ➤ The Library currently has 558 computers, laptops and servers in use by Library faculty, staff and students. Of these 89% are on a 5 year replacement cycle. 11% are five years or older. This year we purchased 75 Dell Optiplex 760 small form factor computers to replace aging student computers. All student computers and laptops are currently within the five year replacement cycle.
	<p>Analyze funding requirements and progress of implementation and developing Infrastructure (2)</p> <ul style="list-style-type: none"> ➤ It was determined that the Library needed to recruit for a new position in order to have the skills needed for some future digital projects. This position is now suspended due to budgetary constraints. (see below)
J. Follow-up plan to make changes as a result of assessment findings:	<ul style="list-style-type: none"> ➤ The Reference Archivist and Oral History Coordinator position in Special Collections was redesigned to address the needs of the department for audio/visual preservation and digital access to a/v collections. The Audio/Visual and Oral History Collections Archivist was advertised and in the recruitment process when the budget crisis necessitated suspending the search. This position would bring skills needed to grow our digital collections, particularly in the Oral History arena (such as new South Voices) and with film collections (such as the WBT News film). We hope we can resume recruitment for this position. Other digital projects for 2009/2010 include: <ul style="list-style-type: none"> ○ eScholar / DSpace Adding and customizing features and support of the DSpace software as defined by the eScholar Committee. After the initial

	<p>eScholar launch this fall new features such as Embargo, Document Searching document versioning and OAI will be researched and implemented as needed.</p> <ul style="list-style-type: none"> ○ Computer Availability The primary purpose of the Computer Availability application is to provide library patrons a quick visual reference to the whereabouts and availability of computers within the library. ○ New Books Provide support and ongoing development for the new books application, which lists all new titles cataloged for each month. ○ Serials Analysis The serials analysis application was developed to research journals and collections and keep them aligned with changing University needs. Reports will be sent out to faculty members as they are produced. ○ Electronic Local Documents Working to provide storage space for documents from local Government organizations. They are archived at: https://dlib.uncc.edu/eld/folders/ Next steps are to preserve this information and provide an administration interface.
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III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES

Goal # 7: Enhance organizational effectiveness.

B. Relationship of goal to next higher reporting unit goal:	This Goal supports Academic Affairs Goals # 6, 8, 9
C. Action plans to achieve goal:	<ol style="list-style-type: none"> 1. Promote effective workplace communications and initiate programs to assure good morale within the library. 2. Provide training for library faculty and staff to enhance job-related skills and knowledge. 3. Promote an organizational culture of diversity <ol style="list-style-type: none"> a. Link the Library's Diversity Committee to the University Diversity Committee b. Hold at least 2 events annually designed to foster tolerance of diverse groups and opinions.
D. Effectiveness measures/methods to assess outcomes/goal attainment:	<ol style="list-style-type: none"> 1. Library Faculty and Staff satisfaction with the communications and morale <ul style="list-style-type: none"> • Determine satisfaction of Library Faculty and Staff through surveys, focus groups, or other means 2. Library Faculty and Staff satisfaction with the Library's communications and training programs <ul style="list-style-type: none"> ➢ Determine satisfaction of Library Faculty and Staff through surveys, focus groups, or other means 3. Tolerance for diversity increased among Faculty and Staff <ol style="list-style-type: none"> a. Report on joint efforts by the Library and University Diversity Committees b. Survey Library Faculty and Staff after each event to determine organizational climate with regard to diversity issues
E. Assessment schedule to assess goal:	<ol style="list-style-type: none"> 1. Ongoing feedback from staff via events/meetings; Written survey every other year 2. Annually 3. Every 3 years formal survey ; following each program event
F. Person/group responsible:	<ol style="list-style-type: none"> 1. Carole Runnion and Mary Metzger 2. Carole Runnion and Mary Metzger

	3. Bridgette Sanders
G. Performance outcomes for goal:	<ol style="list-style-type: none"> 1. Overall satisfaction improves by 10% every 2 years 2. Overall satisfaction improves by 10% every 2 years 3. Success measured by: <ol style="list-style-type: none"> a. Joint sponsorship of programs between the Library and the University Diversity Committees b. At least 75% of attendees rate the program as "Effective or Very Effective"
H. Resources Required:	

ANNUAL REPORT

I. Annual progress assessment of performance outcomes:	<p>Assessment Performed (Performance Outcome #)</p> <p>➤ Results of Assessment</p> <p>Determine satisfaction of Library Faculty and Staff through surveys, focus groups, or other means (1,2)</p> <p>➤ There were no Faculty/Staff assessments performed this year regarding Employee satisfaction.</p>
	<p>Survey Library Faculty and Staff after each event to determine organizational climate with regard to diversity issues (3b)</p> <p>➤ The Staff Development Librarian left the library this year, so we do not have Access to any assessments of programs that might have been performed. However, the following program was offered to Faculty and Staff:</p> <ul style="list-style-type: none"> ○ <i>Coaching Skills for Managers and Supervisors</i>, offered by The Employers Association. (November 2008) ○ <i>International Student Panel</i>, sponsored by the Diversity Committee (October 14th) (22 attendees) ○ <i>Program on the Sandwich Generation</i> (January 30th) (14 attendees)
	<p>➤ It is probably time to assess Faculty/Staff satisfaction with the Library's work environment. This will be dependent on the new Strategic Planning cycle that should begin this year.</p> <p>➤ Training and Development initiatives should continue, despite the fact that we currently do not have a Librarian leading this initiative. These could be external programs if funding is available, or programs using the expertise of faculty and staff as instructors.</p>
J. Follow-up plan to make changes as a result of assessment findings:	