



UNC CHARLOTTE
2015-2020 Strategic Plan Template

J. Murrey Atkins Library

I. EXECUTIVE SUMMARY																											
1-2 pages																											
A. Mission statement:	<p>Mission</p> <p>The UNC Charlotte Libraries are the center of intellectual life at UNC Charlotte, North Carolina’s urban research university, advancing the scholarly and creative endeavors of the University and the greater Charlotte community by providing exceptional collections, spaces, services, and technologies. We inspire innovation, support research, and cultivate scholarship by connecting people, ideas, and resources.</p>																										
B. Resource request:	<p>Resources requested in the 2016-2017 Budget Presentation and Documentation</p> <table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse;"> <tbody> <tr><td style="text-align: center; width: 5%;">1</td><td>Books & E-Books</td></tr> <tr><td style="text-align: center;">2</td><td>Serials and Databases</td></tr> <tr><td style="text-align: center;">3</td><td>Amazon Web Services</td></tr> <tr><td style="text-align: center;">4</td><td>Reband (2) Desktop Support positions from Contributing to Journey</td></tr> <tr><td style="text-align: center;">5</td><td>Student and Non-Student employment wages (includes undergraduate students)</td></tr> <tr><td style="text-align: center;">6</td><td>Graduate Research and Graduate Assistant wages</td></tr> <tr><td style="text-align: center;">7</td><td>Visualization Lab</td></tr> <tr><td style="text-align: center;">8</td><td>EHRA- Social Sciences Subject Librarian</td></tr> <tr><td style="text-align: center;">9</td><td>Visiting Institutional Repository Librarian</td></tr> <tr><td style="text-align: center;">10</td><td>Islandora Institutional Repository Development</td></tr> <tr><td style="text-align: center;">11</td><td>Bryant McMurray Motorsports Photographs</td></tr> <tr><td style="text-align: center;">12</td><td>Facility Maintenance Technician-Building Trades -Contributing</td></tr> <tr><td style="text-align: center;">13</td><td>Library Shared Workstations</td></tr> </tbody> </table>	1	Books & E-Books	2	Serials and Databases	3	Amazon Web Services	4	Reband (2) Desktop Support positions from Contributing to Journey	5	Student and Non-Student employment wages (includes undergraduate students)	6	Graduate Research and Graduate Assistant wages	7	Visualization Lab	8	EHRA- Social Sciences Subject Librarian	9	Visiting Institutional Repository Librarian	10	Islandora Institutional Repository Development	11	Bryant McMurray Motorsports Photographs	12	Facility Maintenance Technician-Building Trades -Contributing	13	Library Shared Workstations
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	14	Archive-It-Subscription
	15	Diversity Resident Librarian
	16	Circulation Assistant-Band:University Library Technician- Journey level- 0.5 FTE
	17	Active Learning Spaces & Equipment
	18	Start-up Equipment for Student Innovation
	19	T1V 84" 4K Touch Screen with ThinkHub
	20	Preservation and Conservation Initiatives
	21	Streaming video
	22	Digital Production Assistant-Band: University Library Technician- Journey Level
	23	Developer

Additional resources needed to accomplish 5-year Strategic Plan:

1	Architectural Firm Study of Atkins Building
2	Redesign and furnish the east side of the 2nd Floor for library faculty/staff offices and meeting spaces
3	Redesign and renovate Special Collections and University Archives to bring reading room, collections, and staff together
4	Accessibility hardware, software, and furniture
5	Furniture and equipment such as kiosk machines, charging stations, laptops and lending/charging cabinets, signage, and other needs for Atkins Spaces in academic buildings
6	Equipment, furniture, glass enclosures, and other resources for a Makerspace, Teacher's Lab, Multimedia Lab, Adobe Studio, and Digital Projects Lab
7	Enclose and furnish a Graduate and Silent Study Room on the 2nd Floor



III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES

A. Unit, Dept. or College Goal:
 Educate a diverse student body through an integrated academic experience that positions graduates for personal success and civic responsibility in the global environment of the 21st century.

B. Relationship of goal/objective to next higher reporting unit goal:
 Academic Affairs Goal 1

C. Unit, Dept. or College Objectives:	Develop library programs, collections and services for a diverse student body that integrate with and support the university curriculum at all levels.
D. Actions/Tactics	<ol style="list-style-type: none"> 1. Engage with students and faculty at their point of need. <ol style="list-style-type: none"> a. Develop and implement policies and procedures for Accessibility Services. b. Update facilities and services for patrons with accessibility needs. c. Continue developing integrated services to engage and assist students and faculty at their point of need. 2. Align the Library's base collections and equipment budget with identified campus needs. <ol style="list-style-type: none"> a. Request increase to base collections budget to support existing commitments. b. Establish annual inflation increase to the base collections budget. c. Request increase to E&T budget to support current and future UNC Charlotte population. 3. Create a robust and strategic presence online and in distance learning programs. <ol style="list-style-type: none"> a. Strengthen integration of the library instruction program into the curriculum. b. Implement innovative technologies and coordinate academic support services to support the curriculum. c. Implement a lending service for emerging technologies. d. Bring into the library a variety of academic support services to enhance student success. e. Align programs and services with student and faculty needs by engaging with the Student Library Advisory Board, the Faculty Advisory Library Committee and other academic support units. f. Integrate use of special collections and other primary source materials into course activities. g. Create functional, innovative, and specialized library spaces and collections (physical and digital) that continuously evolve to meet student and faculty needs. h. Encourage and support the use of library e-books and open educational resources as course textbooks in support of the curriculum. i. Initiate a dynamic marketing campaign promoting services to support student success. j. Demonstrate impact upon student success. k. Integrate assessment practices across the library.



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<p>E. Assessment Methodology/Measures: <i>(Numbering aligns with Actions/Tactics above)</i></p>	<ol style="list-style-type: none">1. Engage with students and faculty at their point of need.<ol style="list-style-type: none">a. Assistance Metrics Survey through Disability Servicesb. Usage Metrics & Surveysc. Roamer Metrics, Peer Research Advisors, Atkins Spaces, Center City2. Align the Library's base collections and equipment budget with identified campus needs.<ol style="list-style-type: none">a. Budget aligned with commitmentsb. Budget aligned with inflationc. Budget aligned with student population and expected services3. Create a robust and strategic presence online and in distance learning programs.<ol style="list-style-type: none">a. Comparison of library instruction classes year--by type and level; Library instruction statisticsb. Track usage, interview stakeholdersc. Track usage, interview stakeholdersd. Track usage, interview stakeholderse. Observations, surveysf. Comparison to previous yearsg. Review of input from user surveys, focus groups, ethnography, usage stats, etc.h. Track use, track requests, track purchases, liaison suggestions, faculty suggestions, faculty interviews on e-books, faculty/student survey on e-booksi. Create baseline for usage of services and track impact of marketing campaignj. Surveys, track use of servicesk. Records of practices, interviews with department leaders and stakeholders.
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<p>F. Performance Target/Expected Outcomes: <i>(Numbering aligns with Actions/Tactics above)</i></p>	<ol style="list-style-type: none"> 1. Engage with students and faculty at their point of need. <ol style="list-style-type: none"> a. Establish baseline year 1, establish successive year(s) performance goal target(s) b. Establish baseline year 1, establish successive year(s) performance goal target(s) c. Establish baseline year 1, establish successive year(s) performance goal target(s) 2. Align the Library's base collections and equipment budget with identified campus needs <ol style="list-style-type: none"> a. Vendor commitments honored; Liaisons can spend their allocations; b. Maintain existing resources c. Establish baseline during 2016 budget cycle; annual increase matching trends 3. Create a robust and strategic presence online and in distance learning programs: <ol style="list-style-type: none"> a. Establish baseline year 1, establish successive year(s) performance goal target(s) b. Communicate to stakeholders improvements made as a result of their input. c. Establish baseline year , establish successive year(s) performance goal target(s) d. Incorporate feedback into future design projects and collection decisions e. Increase adoption by 3% each year f. Establish baseline year; increase in social media engagement about services promoted g. Establish baseline year 1, establish successive year(s) performance goal target(s) h. Establish baseline year 1, establish successive year(s) performance goal target(s); develop an assessment plan.
<p>G.Resources Required:</p>	<ol style="list-style-type: none"> 1. Engage with students and faculty at their point of need: <ol style="list-style-type: none"> a. Staff time b. Funding for updated hardware, software, and furniture c. Continued funding for Peer Advisors 2. Align the Library's base collections and equipment budget with identified campus needs: <ol style="list-style-type: none"> a. \$500,000+ added to current collections budget b. 4 to 6 % increase in base collections budget per year c. Establish per student cost; + future increases based on enrollment increases 3. Create a robust and strategic presence online and in distance learning programs: <ol style="list-style-type: none"> a. Additional classroom space and liaisons b. through e: Staff time f. Instruction and Public Services Archivist g. through k.: Staff time.
<p>H. Analysis of Assessment Findings:</p>	<p>Since this is year one of our new Strategic Plan, by the beginning of the Fall 2016 Semester we will establish baseline measurements of the data we need to collect, and in subsequent years we will analyze our progress in achieving the goals set.</p>
<p>I. Use of assessment findings:</p>	<p>Data will be used to assure that the Library's programs continue to align with the programs and academic needs of its students, faculty, staff, and external constituents.</p>



III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES

A. Unit, Dept. or College Goal:	To expand the frontiers of knowledge and leverage discovery for the public benefit through innovative programs that span the disciplines in research, creative activities, and graduate education.
B. Relationship of goal/objective to next higher reporting unit goal:	Academic Affairs Goal #2

C. Unit, Dept. or College Objectives:	Develop library programs, collections, and spaces that support research, discovery, and knowledge creation
D. Actions/Tactics:	<ol style="list-style-type: none"> 1. Develop and continuously improve spaces to support research, discovery, and knowledge creation. <ol style="list-style-type: none"> a. Conduct a comprehensive space study. b. Ensure adequate collaboration and quiet study spaces. c. Develop library spaces specifically designed to meet graduate student needs. d. Expand library presence in academic buildings across the university through the Atkins Spaces concept. e. Develop the library second floor to support technology used for research, scholarship, discovery, and knowledge creation; open an interdisciplinary visualization lab. 2. Implement, maintain, and promote an institutional repository for the campus community to preserve and provide open access to the scholarly output of the university. <ol style="list-style-type: none"> a. Build and promote an Institutional Repository for UNC Charlotte. 3. Develop and implement plans for the life cycle of digital resources and physical collections, for collection development, and for digital preservation. <ol style="list-style-type: none"> a. Develop plans for the preservation of digital and physical resources. 4. Initiate a dynamic marketing campaign to promote library programs and resources that support research. <ol style="list-style-type: none"> a. Develop targeted campaign and work with Public Services to promote services.
E. Assessment Methodology/Measures: <i>(Numbering aligns with Actions/Tactics above)</i>	<ol style="list-style-type: none"> 1. Develop and continuously improve spaces to support research, discovery, and knowledge creation. <ol style="list-style-type: none"> a. Focus groups, observations, feedback, surveys b. Focus groups, observations, feedback, surveys c. Ongoing assessment of designated grad spaces, focus groups, feedback d. Focus groups, observations, feedback, surveys, kiosk usage



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	<ul style="list-style-type: none"> e. Focus groups, observations, feedback, surveys, technology & space usage, circulation, patron consultation and support data 2. Implement, maintain, and promote an Institutional Repository for the campus community to preserve and provide open access to the scholarly output of the university. <ul style="list-style-type: none"> a. Usage data, surveys, focus groups, observations, collection analysis 3. Develop and implement plans for the life cycle of digital resources and physical collections, for collection development, and for digital preservation. <ul style="list-style-type: none"> a. Evaluate current holdings, spaces, policies, and procedures 4. Initiate a dynamic marketing campaign to promote library programs and resources that support research. <ul style="list-style-type: none"> a. Create baseline for usage of services and track impact of marketing campaign.
<p>F. Performance Target/Expected Outcomes: <i>(Numbering aligns with Actions/Tactics above)</i></p>	<ul style="list-style-type: none"> 1. Develop and continuously improve spaces to support research, discovery, and knowledge creation. <ul style="list-style-type: none"> a. Baseline established from study; prioritize and provide timeline for space related projects b. Evaluate adequacy of QZ space in year 1; plan changes in QZ space based upon evidence c. Evaluate adequacy of Graduate Study space in year 1; plan changes in Graduate Study space based upon evidence d. Addition of one Atkins Space per year e. Space created and baseline created year 1, increase in usage in successive years 2. Implement, maintain, and promote an institutional repository for the campus community to preserve and provide open access to the scholarly output of the university. <ul style="list-style-type: none"> a. Baseline created in year 1, increased deposits and use of digital content in successive years 3. Develop and implement plans for the life cycle of digital resources and physical collections, for collection development, and for digital preservation. <ul style="list-style-type: none"> a. Completion and implementation of plans 4. Initiate a dynamic marketing campaign to promote library programs and resources that support research. <ul style="list-style-type: none"> a. Increase in use of library services that have been promoted; increase in social media comments about services promoted.
<p>G. Resources Required: <i>(Numbering aligns with Actions/Tactics above)</i></p>	<ul style="list-style-type: none"> 1. Develop and continuously improve spaces to support research, discovery, and knowledge creation. <ul style="list-style-type: none"> a. Academic Affairs funding for Architectural Firm Study b. Staff time; possible renovations c. Staff time; possible renovations d. Space partnership with building owners e. Staffing, equipment, space reconfiguration, funding 2. Implement, maintain, and promote an institutional repository for the campus community to preserve and provide open access to the scholarly output of the university. <ul style="list-style-type: none"> a. IR Long-term Infrastructure Funding; Staffing; Islandora Foundation Partnership 3. Develop and implement plans for the life cycle of digital resources and physical



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	<p>collections, for collection development, and for digital preservation.</p> <ul style="list-style-type: none">a. Resources for hiring a Digital Programs Archivist; Technology and Digital Strategies support, appropriate space <p>4. Initiate a dynamic marketing campaign to promote library programs and resources that support research.</p> <ul style="list-style-type: none">a. Staff time.
H. Analysis of Assessment Findings:	Since this is year one of our new Strategic Plan, by the beginning of the Fall 2016 Semester we will establish baseline measurements of the data we need to collect, and in subsequent years we will analyze our progress in achieving the goals set.
I. Use of assessment findings:	Data will be used to assure that the Library's programs continue to align with the programs and academic needs of its students, faculty, staff, and external constituents.



III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES

<p>A. Unit, Dept. or College Goal: To engage community partners in mutually beneficial programs which enhance the economic, civic, and cultural vitality of the region.</p>
<p>B. Relationship of goal/objective to next higher reporting unit goal: Academic Affairs Goal #3</p>

<p>C. Unit, Dept. or College Objectives:</p>	<p>Create library services and programming that engage the community.</p>
<p>D. Actions/Tactics:</p>	<ol style="list-style-type: none"> 1. Initiate a dynamic marketing campaign to promote library programs and resources that enhance the economic, civic, and cultural vitality of the region. <ol style="list-style-type: none"> a. Determine which library programs and resources would be of most interest to the community and design and carry out a promotional campaign. 2. Host engaging community events. <ol style="list-style-type: none"> a. Working through the Outreach and External Programming Committee, determine a calendar of events for each year and hold events that engage the community. 3. Develop services that respond to the needs and interests of the Greater Charlotte Region. <ol style="list-style-type: none"> a. Working through the Advancement office, determine the needs of regional businesses and try to match their needs with our resources. 4. Acquire, create, preserve, and provide access to resources documenting the history of the Greater Charlotte Region with the active participation of our community partners. <ol style="list-style-type: none"> a. Working with Special Collections, bring local organizations together to collaborate on local history projects. 5. Work with Advancement to develop a list of potential donors for the library and cultivate them. <ol style="list-style-type: none"> a. Working through the Outreach and External Programming Committee, form an Advisory Board and a Friends of the Library(FOL) organization. b. Determine a priority list of donors, and begin engaging them with the work of the library by invitations to programs and Friends of the Library events.
<p>E. Assessment Methodology/Measures: <i>(Numbering aligns with Actions/Tactics above)</i></p>	<ol style="list-style-type: none"> 1. Initiate a dynamic marketing campaign to promote library programs and resources that enhance the economic, civic, and cultural vitality of the region <ol style="list-style-type: none"> a. Track attendance and/or usage of targeted library programs and resources by external constituents; campaign analytics 2. Host engaging community events. <ol style="list-style-type: none"> a. Attendance tracking, observation, sign-in sheets, swipes, event questions, surveys



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	<ol style="list-style-type: none"> 3. Develop services that respond to the needs and interests of the Greater Charlotte Region. <ol style="list-style-type: none"> a. Track usage by external constituents of targeted library programs and resources , program evaluations, surveys, focus groups, observations 4. Acquire, create, preserve, and provide access to resources documenting the history of the Greater Charlotte Region with the active participation of our community partners. <ol style="list-style-type: none"> a. Track number of new collections and extent of materials donated (measured in linear feet and GB); track # of interactions with potential mss donors/community partners 5. Work with Advancement to develop a list of potential donors for the library and cultivate them. <ol style="list-style-type: none"> a. Board formed and meetings held; FOL started and growth measured. b. Track number of potential donors.
<p>F. Performance Target/Expected Outcomes: <i>(Numbering aligns with Actions/Tactics above)</i></p>	<ol style="list-style-type: none"> 1. Initiate a dynamic marketing campaign to promote library programs and resources that enhance the economic, civic, and cultural vitality of the region. <ol style="list-style-type: none"> a. Baseline year 1, increase in FOL membership and in attendance measures yearly over next four years 2. Host engaging community events. <ol style="list-style-type: none"> a. Baseline year 1; increase yearly in attendance, number of events, exhibits and art displays, and increased diversity of programming 3. Develop services that respond to the needs and interests of the Greater Charlotte Region. <ol style="list-style-type: none"> a. Annual increase in library usage by external constituents 4. Acquire, create, preserve, and provide access to resources documenting the history of the Greater Charlotte Region with the active participation of our community partners. <ol style="list-style-type: none"> a. Increase yearly in number of new accessions and extents in either LF or GB or both; increase in interactions with potential donors 5. Work with Advancement to develop a list of potential donors for the library and cultivate them. <ol style="list-style-type: none"> a. Library Board of Advisors and Friends of the Library established, and events planned to engage the community. b. Increase yearly in donor database; increase yearly in amount of money donated to the library.
<p>G. Resources Required: <i>(Numbering aligns with Actions/Tactics above)</i></p>	<ol style="list-style-type: none"> 1. Initiate a dynamic marketing campaign to promote library programs and resources that enhance the economic, civic, and cultural vitality of the region. <ol style="list-style-type: none"> a. Funding for the development of a new marketing plan focused on increasing community engagement with the Library 2. Host engaging community events. <ol style="list-style-type: none"> a. Funding of programming, staff time 3. Develop services that respond to the needs and interests of the Greater Charlotte Region. <ol style="list-style-type: none"> a. Funding for publicity and promotion 4. Acquire, create, preserve, and provide access to resources documenting the history of the Greater Charlotte Region with the active participation of our community partners. <ol style="list-style-type: none"> a. Funding to support staffing for collection development, donor/community relations and processing for both analog and born-digital



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	<ol style="list-style-type: none">5. Work with Advancement to develop a list of potential donors for the library and design programs to engage them.<ol style="list-style-type: none">a. Staff timeb. Funding for donor Engagement programming (e.g. lunches, speakers, receptions, etc.).
H. Analysis of Assessment Findings:	Since this is year one of our new Strategic Plan, by the beginning of the Fall 2016 Semester we will establish baseline measurements of the data we need to collect, and in subsequent years we will analyze our progress in achieving the goals set.
I. Use of assessment findings:	Data will be used to assure that the Library's programs continue to align with the programs and academic needs of its students, faculty, staff, and external constituents.