J. Murrey Atkins Library Strategic Plan Updates (2018-2019)

Reporting Period: 7/1/2018 - 6/30/2019

Goal 1: Support the Curriculum

● OBJ1: Engage with students and faculty at their point of need.
  ○ Accomplishments:
    ■ Created Accessibility Committee.
    ■ Added pop-out help on Library website and “report a problem” on every Primo page.
    ■ Created library consultation form for library website and library research appointments in Connect. 101 Requests submitted via form.
    ■ Integrated library services and resources into Canvas. Librarian role has been adopted into 124 Canvas courses. A sampling of 10 LibGuides shows an 82% increase in views with 8.5% coming from Canvas.
    ■ Investigated different service desk models to integrate Research Help and Circulation Desk.
    ■ Created virtual browse, Google Scholar, and WorldCat searches into Primo.
    ■ Cleaned up data in response to patron concerns and other issues identified by staff.
  ○ Changes Planned for Next Year:
    ■ Accessibility Committee planning to conduct a survey of patrons with disabilities.
    ■ Continue integrating library services and resources into Canvas.
    ■ Continue investigating different service desk models to integrate Research Help and Circulation Desk.
    ■ Assess Google Scholar and WorldCat Searches in Primo to clarify and differentiate them.
    ■ Continue cleaning up data in response to patron concerns and other issues identified by staff.

● OBJ 2: Align the library’s base collections and equipment budget with identified campus needs.
  ○ Accomplishments:
- Created a plan requesting an increase to the base budget for collections to support new programs and annual inflation increases.
- Submitted a budget proposal requesting funding to create new Atkins Space in College of Health and Human Services.
- Purchased a new Microfiche/film reader.

○ **Changes Planned for Next Year:**
  - Work with Faculty Task Force to plan for out-of-building storage, renovations, new uses of building space, and stewardship of library collections.
  - Convey the necessity to Academic Affairs to fund current collection needs, support new Master and PhD programs with funds for collections, and add 4% inflation increase to collection budget annually.
  - Re-submit scope and budget to request funding to create new Atkins Space in College of Health and Human Services.

● **OBJ 3: Strengthen the integration of library services into the curriculum.**

○ **Accomplishments:**
  - Created 20 digital learning objects that support library and course instruction.
  - Integrated library services and resources into Canvas. Librarian role has been adopted in 124 Canvas courses. A sampling of 10 LibGuides shows a 82% increase in LibGuide views with 8.5% originating from Canvas.
  - Completed [LibGuide Assessment](#).
  - Officially launched Area 49 with grand opening event. Technology Support Desk check-outs were up 133% over 2017-2018. Student usage of Area 49 increased 95% over 2017-2018 even without including workshop and class attendance. Approximately 34% of students who completed our Student Survey were unaware of the Area 49 spaces. Other metrics can be found on the [Area 49 Dashboard](#).
  - Launched NinerFit exercise study room on 3rd floor.
  - Partnered with Faculty to incorporate Area 49 into the curriculum (n=167 classes and 2,925 students for a 626% increase).
  - Created a variety of [dashboards](#) to demonstrate usage of Area 49.
  - Survey of Area 49 indicated that 93% of students who use the space are satisfied.
  - Offered 188 workshops in Area 49, which was a 176% increase over 2017-2018.
Integrated the Undergraduate Research Center into library services, operations, and marketing.

Conducted an interactive meeting that engaged the Student Library Advisory Board, the Faculty Advisory Library Committee, and the Board of Advisors to gather data about aligning programs and services. Produced a summary report.

Added more individual study seating and power to study areas (ground and 2nd floors).

Renovated group study rooms on 1st Floor (110a, 110b, 110c, 110d, and 110e).

Launched second Family Friendly Group Study Room (Room 206).

Scheduled use of Family Friendly Rooms increased 145% over 2017-2018 (Room 206 - 165 reservations, Room 209 - 124 reservations).

Increased the number of instruction sessions with primary sources that are team-taught across units (6 taught by SCUA/RIS; 2 taught by SCUA/RIS/TDS).

Created a system for patrons to access born-digital archives and manuscripts from the Reading Room.

Increased library’s holdings of unique and rare collections (added 12 manuscript collections & 78 oral histories; added 42 rare books.)

Awarded 3 grants for approximately $22,500.

Supported 7 university faculty who received Alternative Textbook Mini-grants.

Aligned and analyzed library data across a variety of student engagement points at the student level with engagement data from other student service points across the University. Manuscript created with all recommendations and findings (attached in supporting documentation).

○ Changes Planned for Next Year:

- Create new digital learning objects that support library and course instruction as needs are identified.

- RIS librarians continue to promote the librarian role so that faculty will include them in their Canvas courses and share strategies for integrating into their Canvas courses -- including the Springshare LTI, discussion boards, and video tutorials with quizzes.

- RIS continue to work with faculty/instructors to expand the number of library instruction/information literacy sessions we teach. RIS librarians proceed with efforts to distinguish learning outcomes and instructional
objectives between the first-year UWRT courses and the second-year LBST 2301 course.

- RIS librarians participate in LBST 2301 faculty training initiatives and conduct a showcase of librarian/faculty success stories in Fall 2019. RIS librarians partner with faculty on instructional efforts and conduct instruction in additional classes.
- Implement LibGuide Assessment recommendations.
- Provide access to born-digital archives and manuscripts through Islandora.
- Continue seeking grants.

Goal 2: Support research, discovery, and knowledge creation.

- **OBJ1: Develop and continuously improve spaces.**
  - **Accomplishments:**
    - Added more individual study seating and power to study areas (ground and 2nd floors). An area on the east side of the second floor was renovated to add power to 60 seats.
    - Renovated 5 heavily-used group study rooms on the 1st floor (110a, 110b, 110c, 110d, and 110e). Donors financed two rooms, which will ensure more rooms will be renovated eventually.
    - Created 2nd Family Friendly Group Study Room (Room 206).
    - Use of Family Friendly Library Rooms increased 145% over 2017-2018 (Room 206 - 109 reservations, Room 209 - 124 reservations).
    - Launched NinerFit exercise room on 3rd floor.
    - Renovated L10 to bring faculty/staff down from the 9th floor and consolidate Special Collections and University Archives’ staff in fewer building locations to increase collaboration and productivity.
    - Renovated 273 to co-locate the Technology and Digital Strategies team together to facilitate teamwork and create a better working environment.
    - Replaced 9th Floor HVAC, tinted the windows to protect Special Collections and University Archives’ materials, and added additional shelving to increase capacity.
    - Converted tower restrooms to single use.
    - Constructed New Staff Lounge and Room 246B.
Continued collection rightsizing project with a variety of weeding projects, particularly in Government Documents and in the Ground Floor Compact Shelving.

Submitted a scope and budget proposal to Academic Affairs to create an Atkins Space in the College of Health and Human Services Building, including a laptop vending machine.

Replaced track lighting in 10th floor Reading Room.

Launched Area 49 with grand opening event. Technology Support Desk check-outs increased 133% over 2017-2018. Student use of Area 49 increased 95% over 2017-2018 without including workshop and class attendance. Approximately 94% of students who use Area 49 are satisfied, but 34% of students who completed our Student Survey were unaware of the Area 49 spaces. Other metrics can be found on the Area 49 Dashboard.

Partnered with faculty to incorporate Area 49 into curriculum (n=167 classes with 2,925 students for a 626% increase).

Taught 188 workshops in Area 49, which was a 176% increase over 2017.

Created dashboards to present use data on Area 49.

As a result of a statement submitted by the Faculty Advisory Library Committee requesting the University plan for the long-term stewardship of library facilities and collections, a faculty/library task force will be appointed in fall 2019 to conduct a review and write a report of recommendations by the end of the spring 2020 semester to be shared with the Chancellor.

Increased outages of Elevator #4, which is at the top of the campus elevator renovation/replacement list and is necessary before the tower elevators can be renovated, were reported to Jon Varnell and Jay Raja.

Changes Planned for Next Year:

- Complete phase II HVAC Project.
- Complete roofing project.
- Elevator #4 renovation/replacement.
- Tower elevator renovation.
- Add additional power outlets to 2nd floor east.
- Add lockers and stations available for reservation via Group Study Reservation System.
- Advertise availability of and create instructions on how to use lockers.
- Develop an Atkins Space in the College of Health and Human Services Building, including a laptop vending machine.
- Brand Atkins Spaces.
- Continue marketing Area 49.
- Continue partnering with faculty to incorporate resources into their instruction.
- Continue evaluating patrons’ use of and satisfaction with Area 49.
- Continue offering workshops to teach students how to use labs and equipment.
- Raise funds to renovate additional group study rooms.
- Implement easier printing process.

**OBJ2: Implement, maintain, and promote an institutional repository for the campus community to provide and preserve open access to the scholarly output of the university.**

- **Accomplishments:**
  - Created shell for Islandora Scholar's Module to create institutional repository (IR).
  - Established IR Task Force, which created policies and procedures.
  - Selected Niner Commons as name for institutional repository.
  - Added 1,732 ETD's, which are now freely available.
  - Invited first 49 scholars to submit their work to appear on their faculty page.

- **Changes Planned for Next Year:**
  - Continue developing policies and procedures related to copyright, deposit, and ingest.
  - Ingest work and associated content of first 49 scholars into Niner Commons and officially launch service to broader UNC Charlotte community.

**OBJ3: Develop and implement plans for the life cycle of digital resources and physical collections.**

- **Accomplishments:**
  - Drafted thorough revision of Disaster Plan after meeting with the University’s disaster-recovery vendor - not yet finalized.
  - Developed a Continuity of Operations Plan with campus personnel.
  - Acquired and installed new HVAC system for manuscript stacks (9th floor).
- Used funds from CLIR grant to digitize time-based media in Harvey Gantt Papers. Developed procedures for future digitization projects of similar types of materials in other manuscript and archival collections.
- Drafted collection development plans for rare books, manuscripts, and oral history collections - not yet finalized; plan for rare books nearly finished.
- Redesigned Goldmine Interface - to be launched in 2019.
- Migrated majority of materials from ContentDM to Goldmine.
- Updated ArchivesSpace and made it available on library website.
- Appointed task forces for purchasing: 1) books and 2) continued resources.
- Participated in the UNC Shared Print Initiative.
- Implemented OCLC's GreenGlass.
- Continued clearing journals on east side of 2nd floor.
- Uploaded UNC Charlotte holdings to GreenGlass for use in the ULAC Shared Print Initiative.
- Discarded approximately 24,000 titles. Removed most unnecessary duplicates, VHS titles, the A & Z’s, and low use gifts given to us by the Charlotte Observer.
- Cancelled following titles: New York Times ($31,714) and Springer eBooks ($165,606).
- Decided to move from EBSCO to Harrassowitz for subscription agent (est. $30K savings).

○ Changes Planned for Next Year:
  - Complete the revised Disaster Plan.
  - Finish Rare Books collection development plan.
  - Continue drafting manuscript/oral history collection development plan.
  - Launch new Goldmine Interface and continue enhancements.
  - Migrate additional ContentDM Projects into Goldmine.
  - Continue updating/enhancing ArchivesSpace.
  - Continue to rightsize the print monograph collection and plan for move of parts of the collection to remote storage.
  - Continue comparing a list of journal titles with JRNL holdings to identify titles to withdraw.
  - Review the Law titles and look at individual titles when we can get into GreenGlass.

● OBJ 4: Continuously assess library activities.
Accomplishments:

- Created new dashboards related to the library’s roaming services, shelving statistics, Goldmine, and the spring 2018 faculty survey.
- Updated all new and existing dashboards monthly.
- Aligned and analyzed library data across a variety of student engagement points at the student level with engagement data from other student service points across the University. Manuscript created with all recommendations and findings.
- Conducted an in-depth analysis of the Library’s check-out and requests for physical items of the library’s collection by subject, student major, title, and call number to help identify titles to keep onsite versus offsite. Created a collections’ analysis usage spreadsheet and summary presentation.
- Conducted 2018-2019 Student Survey. Overall mean rating was 8.3 on a 10 point scale for library satisfaction. This was our first year collecting this metric. Students desired area(s) of improvement were seating, tables, and study spaces.

Changes Planned for Next Year:

- Create new dashboard for ArchivesSpace.
- Continue maintaining/updating dashboards.
- Conduct 2019-2020 Student Survey.
- Analyze and evaluate dashboard(s) and survey(s) data for targeted changes/improvements.
- Analyze collection use data to aid rightsizing decisions.
- Evaluate services based on dashboards and metrics.

OBJ5: Support faculty and student research.

Accomplishments:

- Implemented OpenAthens and dashboards created in May 2019.
- Developed programming for Open Access Week (program attached), which had 30 attendees including 6 who were from outside the library.
- Hosted Digital Humanities Forum and THATCamp for faculty, which attracted 10 individuals representing 5 institutions.
- Launched Research Consultation Request Form and dashboard, which attracted 101 requests. Research Consultations have decreased 16% from the previous year.
Held two Pop-Up events for networking and to inform faculty of library resources. Overall, there were 80 attendees; 32 were non-library faculty/staff. (report attached).

Created and distributed faculty newsletter at the beginning of each semester.

Expanded social media presence via Facebook (1,703 followers, 1,591 likes), Twitter (1,457 followers, 80.5K impressions) and Instagram (1,001 followers).

**Changes Planned for Next Year:**

- Track OpenAthens analytics/dashboard for entire 2019-2020 academic year to establish baseline for successive years.
- Continue meeting with faculty to discuss best research practices.
- Continue holding several Pop-Up events per academic year for networking and informing faculty of library resources.
- Continue distributing faculty newsletter at the beginning of each semester.
- Continue increasing social media outreach.
- Revise collection purchasing budget, processes, and procedures.

**Goal 3: Engage the Community.**

- **OBJ1: Develop and promote library programs and resources that respond to the needs of the greater Charlotte community.**

  **Accomplishments:**

  - Hosted over 25 events including the Beyond the Myths series, the Harvey Gantt donation celebration, Lumbee Indians: An American Struggle with Melinda Maynor Lowry (co-sponsored with the Center for the Study of the New South), a Celebration of Charlotte's 250th founding day, and a talk on Artists' books with April Marten. See the attached Community Engagements Events Calendar for further details.
  - Sent first e-newsletter sent to friends and donors in Fall of 2018.
  - Promoted each Atkins Out Loud event. Promoted the Life and Legacy Program in the first newsletter and on WFAE.
  - Hired a consultant to conduct a marketing review and make recommendations for our brand. Identified opportunities for community outreach.
  - Created a process to manage a schedule of events for each year.
Engaged with University City Partners and University Regional Charlotte Mecklenburg Public Library.

Worked with Board of Advisors marketing subcommittee to draft a marketing plan for outreach to the greater Charlotte community.

Created a process to track event attendance that was implemented part way through the academic year, thus a baseline is not yet available. For the events for which sign-in and registration information was gathered, there were a total of 719 in attendance. Of note, 101 attended the Beyond the Myths lecture by Paul Escott about the American Civil War (2/21/19), 110 attended Diversity Day (2/28/19), 130 attended the Beyond the Myths Panel and Culmination event (3/13/19), approximately 47 individuals attended the Dale Halton Room re-dedication (4/15/19), and approximately 125 individuals attended the Harvey Gantt Reception (4/23/19).

Completed the Friends of the Library Proposal.

**Changes Planned for Next Year:**

- Continue to identify new channels of communicating our successes.
- Continue sending E-newsletter to friends and donors (Summer, Fall, and Spring).
- Create and distribute Annual Report (Summer 2019).
- Create a comprehensive library marketing plan for outreach to the community.
- Continue managing the schedule of events.
- Continue to engage area nonprofits and community groups to identify partnership opportunities.
- Roll-out new Friends of the Library Program.

**OBJ2: Acquire, create, preserve, and provide access to resources documenting the history of the Greater Charlotte Region.**

**Accomplishments:**

- Collaborated with the Levine Center for the New South on the development of an exhibition. Tina Wright conducted an oral history interviewing workshop to support their Home CLT exhibit.
- Commissioned Paula Campos to conduct oral history interviews for the collaboration with the Latin American Coalition on their 30th anniversary celebration.
- Increased library's holdings of unique and rare collections (added 12 manuscript collections & 78 oral histories; added 28 rare publications on regional history).
- Added new finding aids for 13 University Archives collections, making them publicly searchable for the first time.
- Expanded web archiving to include local government (Charmeck City-County) and increased frequency of University Archives web captures.
- Initiated discussions with each donor who has relevant born-digital records and began archiving the Charlotte Folks Society website.
- Drafted a comprehensive reference services manual for Special Collections and University archives.

  ○ Changes Planned for Next Year:
  - Draft a combined community engagement and collection development plan for manuscripts and oral histories with the participation of the newly-hired Community Engagement Archivist.
  - Expand web archiving that documents the Charlotte region through addition of metadata and secure donation agreements.
  - Conduct assessment of the Dalton Reading Room experience Fall 2019.

Goal 4: Promulgate guidelines and procedures for the handling of University records.

  - **OBJ1:** Effectively and efficiently manage records in the care of University Archives.

    ○ Accomplishments:
    - Met with 90 departments to ensure the transfer of permanently-valuable records.
    - Created two policies, one adding a new form to fill out when transferring materials, and one requiring an in-person check before transferring materials.
    - Created 6 new marketing/communication devices: 3 infographics sent via email to liaisons, 1 new slide deck for training/presentations, and 2 instructional videos.

    ○ Changes Planned for Next Year - Use of Assessment Results for Improvements:
    - Continue updating policies and procedures.
Continue developing engaging training materials on records management topics.
Continue meeting with departments, individuals, and organizations to ensure the transfer of permanently-valuable records.
Continue developing marketing and communication materials.

- **OBJ2**: Increase university-wide awareness of the Library’s role in providing records management services.
  - **Accomplishments**:
    - Held 13 records management consultations.
    - Engaged with 97 records management employees.
  - **Changes Planned for Next Year - Discussion**:
    - Continue providing records’ management consultations to campus offices and departments.
    - Continue to liaise with employees responsible for managing departmental records.

**Goal 5: Recognize, support, and promote professional development and inclusivity among faculty and staff.**

- **OBJ1**: Develop a plan for the recruitment and retention of a diverse faculty and staff.
  - **Accomplishments**:
    - Created a diversity resident position.
    - Created a Diversity and Inclusion Committee and a subcommittee on recruitment, hiring, and retention to build a network for recruiting a diverse pool of applicants.
    - Consulted university resources on search committee fundamentals through Legal Affairs (Faculty and Non-Faculty) and incorporated their input into recruitment and on-boarding processes.
    - Consulted university resources through ADVANCE and incorporated their input into recruitment and on-boarding processes.
    - Reviewed search committee policies and procedures and improved Powerpoint and other materials for search committees.
    - Increased Atkins Fellow stipends by $500 through a donation raised by the Board of Advisors.
  - **3.3 Changes Planned for Next Year:**
Submit Diversity subcommittee report on recruitment, hiring, and retention in Fall 2019. Implement recommendations during 2019-2020 academic year.

Continue to explore diversity, equity, and inclusion content and incorporate into on-boarding process as appropriate/necessary.

Continue to explore and update search committee materials to include diversity-related content as appropriate/necessary.

**OBJ2: Offer training for faculty and staff that increases diversity, equity, and inclusion knowledge and cultural competencies.**

- **Accomplishments:**
  - Created Diversity and Inclusion Committee with 20 members.
  - Launched initial Diversity Website.
  - Hosted Diversity Day attended from 110 from 31 institutions across the country.
  - Hosted 3 Conversations that Matter sessions.
  - Offered 14 training sessions and webinars on diversity, equity, and inclusion.
  - Captured Atkins Diversity Statistics.

- **Changes Planned for Next Year:**
  - Complete and publish diversity statement.
  - Continue revisions on diversity website.
  - Offer new series of events, activities, and training.
  - Create stretch goals for organizational diversity.

**OBJ3: Develop internal pipeline to educate, mentor, and encourage future library professionals.**

- **Accomplishments:**
  - Several events and training sessions were offered by the library that help to educate and encourage future library professionals. Included among these are 14 training and webinars that were offered specifically relating to diversity, equity, and inclusion.

- **Changes Planned for Next Year - Discussion :**
  - Continue implementation of coaching mentoring program.
  - Recruit Diversity Resident.
  - Continue development of diversity website.

Supporting Documentation:
• FY20 Atkins Library Top Priorities - Strategic Plan.pdf
• Croxton_Moore_ACRL_From Matriculation to Graduation (Manuscript) (Slides)
• Open Access Week - October 22-26 2018 - Summary
• Student Survey - Spring 2019 - Summary Report
• Atkins 2018-2019 Pop-Up Event Summary Report
• Community Engagement Events 2018-2019