STRATEGIC PLAN REALIGNMENT 2018-2019

Vision
As the intellectual heart of UNC Charlotte and the greater Charlotte community, we advance access to information, lifelong learning, knowledge creation, and innovation.

Mission Statement
Advance teaching, learning, research, innovation, and collaboration for UNC Charlotte and the greater Charlotte community by connecting people with expertise, information, services, technologies, spaces, and experiences.

Values
- **Access**: We strive to provide effective, efficient, and permanent access to the library’s resources while embracing the principles of open access, fair use, and intellectual freedom.
- **Collaboration**: We engage in meaningful partnerships both internally and externally.
- **Innovation**: We foster a climate that encourages creativity, experimentation, and adaptability.
- **Integrity**: We are strong advocates for honesty, transparency, accountability, and openness.
- **Respect**: We create a safe and supportive environment that honors the library’s diverse constituencies and employees.
- **Service**: We are dedicated to excellence in customer service.

Note: Square bullets are the tactics we plan to accomplish in 2018-2019.

Goal 1 (LIB01): **Support the curriculum.**
- **OBJ 1 (LIB01.01)**: Engage with students and faculty at their point of need.
  - **EPO 1 (LIB01.01.01)**: Create an environment that provides universal access.
    - Create an Accessibility Committee and have the Committee review and recommend updates to policies and services for patrons with accessibility needs.
1. **EPO 2 (LIB01.01.02):** Seamlessly meet students and faculty at their points of need.
   - Add pop-out help on Library website and “report a problem” on every Primo page.
   - Create Library Research appointment in Connect.
   - Integrate library services and resources into Canvas.
   - Investigate different service desk models integrating Research Help and Circulation Desk.

2. **EPO 3 (LIB01.01.03):** Improve ILS and Discovery Layer in response to patron feedback and identified concerns.
   - Create virtual browse in Primo.
   - Integrate Google Scholar and WorldCat Searches into Primo.
   - Clean up data in response to patron concerns and other identified inaccuracies.

3. **OBJ 2 (LIB01.02):** Align the Library’s base collections and equipment budget with identified campus needs.
   - **EPO 1 (LIB01.02.01):** Support current and new UNC Charlotte program collection needs.
     - Work through Faculty Council to get support for annual increases for new programs.
     - Convey the necessity to Academic Affairs to support new Master and PhD programs with collections funds.
     - Create a plan to request an increase to the collections’ base budget to support new programs and annual inflation increases.
   - **EPO 2 (LIB01.02.02):** Maintain and implement new technologies to support the current and future UNC Charlotte population.
     - Request funding to create new Atkins Space in College of Health and Human Services.
     - Purchase a new Microfiche/film reader.

4. **OBJ 3 (LIB01.03):** Strengthen the integration of library services into the curriculum.
   - **EPO 1 (LIB01.03.01):** Create a robust and strategic presence online and in distance learning programs.
     - Create digital learning objects that support library and course instruction.
- Promote librarian role and library resources in Canvas.
- Assess LibGuides.
  - EPO 2 (LIB01.03.02): Strengthen integration of the library instruction program into the curriculum.
    - Embed librarians and library resources in courses via Canvas and scaffolded instruction.
    - Develop a strategy to integrate with and support LBST and UWRT.
    - Develop outreach strategies to LBST2301 faculty to incorporate library instruction.
  - EPO 3 (LIB01.03.03): Implement innovative technologies and coordinate academic support services to support the curriculum.
    - Launch and integrate Area 49 into library and course instruction.
    - Support and enhance a lending service for emerging technologies.
  - EPO 4 (LIB01.03.04): Align programs, services, and spaces with student and faculty needs.
    - Integrate Undergraduate Research Center into library services, operations, and promotion.
    - Engage with the Student Library Advisory Board, the Faculty Advisory Library Committee, and other academic support units in an interactive meeting and activity to gather data about aligning programs and service.
    - Add more individual seating as budget permits.
    - Create exercise room in 3rd floor rotunda.
    - Renovate several group study rooms on 1st Floor.
    - Promote services to support student success.
  - EPO 5 (LIB01.03.05): Acquire and integrate primary source materials into course activities.
    - Increase the number of instruction sessions with primary sources that are team-taught across units.
    - Develop and implement methods for providing access to born-digital archives and manuscripts.
    - Increase library’s holdings of unique and rare collections.
  - EPO 6 (LIB01.03.06): Encourage and support the use of library e-books and open educational resources as course textbooks in support of the curriculum.
- Increase number of grants funded over previous year.
- Support the Alternative Textbook Mini-grants initiative.
  - EPO 7 (LIB01.03.07): Demonstrate impact upon student success and integration with curriculum.
- Align and statistically analyze library data across a variety of student engagement points at the student level with engagement data from other student service points across the university campus, part of the ACRL supported grant initiative, Quantifying the Value of the Academic Library. (Also listed under LIB02.05)
- Assess the adoption of Librarian role in Canvas.
- Use Google Analytics to assess how patrons find their way to LibGuides - comparing access via Canvas to other routes.

Goal 2 (LIB02): **Support research, discovery, and knowledge creation.**

- OBJ 1 (LIB02.01): Develop and continuously improve spaces.
  - EPO 1 (LIB02.01.01): Effectively and efficiently manage library space.
    - Begin implementation of Shepley-Bulfinch recommendations.
    - Prepare plan for out-of-building storage.
    - Participate in preparation for tower elevator renovation.
  - EPO 2 (LIB02.01.02): Continuously seek to increase/renovate collaboration and quiet study spaces.
    - Add more individual study seating and power to study areas.
    - Renovate most heavily-used group study rooms on 1st Floor.
  - EPO 3 (LIB02.01.03): Develop library spaces specifically designed to meet graduate student needs.
    - Conduct trial of assigning stations and lockers in 1st Floor Graduate and Silent Study Room to graduate students for longer-term use.
    - Advertise availability of and create instructions on how to use lockers.
  - EPO 4 (LIB02.01.04): Expand library presence in academic buildings across the university through the Atkins Spaces concept.
    - Develop an Atkins Space in the College of Health and Human Services Building, including a laptop vending machine.
- Brand spaces.
  - EPO 5 (LIB02.01.05): Renovate special collections spaces.
    - Replace track and overhead lighting in reading room.
    - Renovate L10 to consolidate faculty and staff for greater efficiency.
  - EPO 6 (LIB02.01.06): Develop spaces to support technology used for research, scholarship, discovery, and knowledge creation.
    - Promote Area 49 to the campus.
    - Partner with faculty to incorporate resources into their instruction.
    - Evaluate patrons’ use of and satisfaction with Area 49.
    - Offer workshops to teach students how to use labs and equipment.
- OBJ 2 (LIB02.02): Implement, maintain, and promote an institutional repository for the campus community to provide and preserve open access to the scholarly output of the university.
  - EPO 1 (LIB02.02.01): Make ETD’s (electronic theses and dissertations) freely available within Islandora.
    - Publish the ETD’s in Islandora and ensure correct metadata.
  - EPO 2 (LIB02.02.02): Build and promote an Institutional Repository for UNC Charlotte.
    - Implement the Islandora Scholars’ Module.
    - Develop policies and procedures related to copyright, deposit, and ingest.
    - Implement Institutional Repository Task Force plan for outreach and engagement.
- OBJ 3 (LIB02.03): Develop and implement plans for the life cycle of digital resources and physical collections.
  - EPO 1 (LIB02.03.01): Take action to support the preservation of digital and physical resources.
    - Draft a new library disaster plan.
    - Acquire and install new HVAC system for manuscript stacks (9th floor).
  - EPO 2 (LIB02.03.02): Develop special collection development plans.
    - Establish procedures for the preservation of magnetic time-based media in manuscript and archival collections using the funds from the CLIR Recordings at Risk grant.
• Draft collection development plans for rare books, manuscripts, and oral history collections.
  ○ EPO 3 (LIB02.03.03): Enhance discoverability of Special Collections and University Archives’ holdings.
    ■ Improve Goldmine Interface.
    ■ Migrate collections from CONTENTdm to Goldmine.
    ■ Make Special Collections and University Archives’ records discoverable.
  ○ EPO 4 (LIB02.03.04): Assess and update the general collection to meet the needs of students and faculty.
    ■ Continue to rightsize the print monograph collection and plan for move of parts of the collection to remote storage.
    ■ Participate in the UNC Shared Print Initiative and implement OCLC’s GreenGlass.
    ■ Clear east side of 2nd Floor of journals.
• OBJ 4 (LIB02.04): Continuously assess library activities.
  ○ EPO 1 (LIB02.04.01): Create and maintain interactive Tableau Dashboards for all library units and departments.
    ■ Create new dashboards related to the library’s Roaming Services, Shelving Statistics, Goldmine and ContentDM, ArchivesSpace, and the spring 2018 faculty survey.
    ■ Update all new and existing dashboards monthly.
  ○ EPO 2 (LIB02.04.02): Quantify the role of the library in student success.
    ■ Align and statistically analyze library data across a variety of student engagement points at the student level with engagement data from other student service points across the University.
  ○ EPO 3 (LIB02.04.03): Analyze the Library’s circulation data in support of rightsizing the collection.
    ■ Conduct 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.
• OBJ 5 (LIB02.05): Support faculty and student research.
  ○ EPO 1 (LIB02.05.01): Streamline and enhance access to library collection resources.
■ Implement OpenAthens with precise college/department analytics.

○ EPO 2 (LIB02.05.02): Continue to develop services and programming that support scholarship.
  ■ Meet with faculty to discuss best research practices.
  ■ Develop programming for Open Access Week.
  ■ Host Digital Humanities Forum and THATCamp for faculty.
  ■ Launch Research Consultation Request Form.
  ■ Hold Pop-Up events for networking and to inform faculty of library resources.
  ■ Create and distribute faculty newsletter at the beginning of each semester.

○ EPO 3 (LIB02.05.03): Increase communication to university community.
  ■ Increase social media outreach.

Goal 3 (LIB03): **Engage the Community**

● OBJ 1 (LIB03.01): Develop and promote library programs and resources that respond to the needs of the greater Charlotte community.

  ○ EPO 1 (LIB03.01.01): Promote library programs and resources.
    ■ Identify other channels to communicate successes.
    ■ Create and distribute an annual report.
    ■ Create and distribute a newsletter at least three times per calendar year.
    ■ Promote Board of Advisors’ programs such as the Life and Legacy Project and Atkins Out Loud.

  ○ EPO 2 (LIB03.01.02): Increase community participation in library events.
    ■ Develop a connecting role with the community as the Civic Action Plan develops.
    ■ Promote use of Atkins Library’s resources and services to the Charlotte region’s business sector by participating in the Small Business Xchange at the Charlotte Convention Center.
    ■ Create a comprehensive library marketing plan for outreach to the community.
Working through the Outreach and External Programming Committee, develop and maintain a system to manage a schedule of events for each year.

- **EPO 3 (LIB03.01.03):** Determine the needs of regional organizations and try to match their needs with our resources.

  Engage at least three of the following nonprofit, community groups to begin discovering how we can help: University City Partners, Charlotte Women’s Club, Women’s Impact Fund, Identiversity (program based on campus), McColl Center, Camino Center, Communities in Schools, University City Branch of Charlotte Mecklenburg Libraries, Small Business Exchange, etc.

- **EPO 4 (LIB03.01.04):** Engage Board of Advisors in the effort to raise the profile of the Library in the community.

  Convene a Board of Advisors marketing subcommittee and work with them to draft a marketing plan for outreach to the greater Charlotte community.

- **EPO 5 (LIB03.01.05):** Establish a Friends of the Library Program.

  - Develop a system to track attendance at library events.
  - Work with Advancement to develop a list of potential donors for the Library and cultivate them.
  - Finalize the Friends of the Library proposal.
  - Invite community members to join the Friends of the Library.

- **OBJ 2 (LIB03.02):** Acquire, create, preserve, and provide access to resources documenting the history of the Greater Charlotte Region.

  - **EPO 1 (LIB.03.02.01):** Collaborate with local organizations on local history projects.

    - Collaborate with the Levine Center for the New South on the development of an exhibition.
    - Collaborate with the Latin American Coalition on their 30th anniversary celebration.
    - Collaborate with other organizations on events celebrating Charlotte’s 250th anniversary.
    - Draft a combined community engagement and collection development plan for Special Collections & University Archives.
Goal 4 (LIB04): **Promulgate guidelines and procedures for the handling of University records.**

- OBJ 1 (LIB04.01): Effectively and efficiently manage records in the care of University Archives.
  
  - EPO 1 (LIB04.01.01): Increase university compliance with access to, retention of, and/or destruction of records.
    
    - Update policies and procedures.
    - Develop engaging training materials on records management topics.
    - Meet with departments, individuals, and organizations to ensure the transfer of permanently valuable records.
    - Develop marketing and communication materials.

- OBJ 2 (LIB04.02): Increase university-wide awareness of the Library’s role in providing records management services.
  
  - EPO 1 (LIB04.02.01): Cultivate a community of records’ liaisons on campus.
    
    - Provide records’ management consultations to campus offices and departments.
    - Continue to liaise with employees responsible for managing departmental records.

Goal 5 (LIB05): **Recognize, support, and promote professional development and inclusivity among faculty and staff.**

- OBJ 1 (LIB05.01): Develop a plan for the recruitment and retention of a diverse faculty and staff.
  
  - EPO 1 (LIB05.01.01): Build a diverse and inclusion workplace that is representative of the community and the student body.
- Update search committee materials and charges to include diversity-related content and training and review/improve process.
- Consult university resources on search committee fundamentals through Legal Affairs (Faculty and Non-Faculty).
- Incorporate diversity, equity, and inclusion content into onboarding process.
- Research, identify, and establish network for recruiting diverse pool of applicants.
- Consult university resources through ADVANCE.
- Increase Atkins Fellow stipends by $500 through a donation raised by the Board of Advisors.
- Work on process for awarding one diversity Atkins Fellow position in the future.

- **OBJ 2 (LIB05.02):** Offer training for faculty and staff that increases diversity, equity, and inclusion knowledge and cultural competencies.
  - **EPO 1 (LIB05.02.01):** Foster a culture and environment that is grounded in respect and appreciation for all.
    - Increase Diversity and Inclusion Committee membership.
    - Create a diversity statement.
    - Update and maintain the web page devoted to diversity.
  - **EPO 2 (LIB05.02.02):** Create space for all perspectives and voices.
    - Organize a series of events, activities, and training.
    - Establish current organizational diversity benchmarks and create stretch goals.

- **OBJ 3 (LIB05.03):** Develop internal pipeline to educate, mentor, and encourage future library professionals.
  - **EPO 1 (LIB05.03.01):** Encourage professional development of all library employees.
    - Implement a Diversity Resident Librarian Program for a recent MLIS/MLS graduate from an underrepresented group.
    - Host library career table at a Career Services’ event.
    - Implement a coaching and mentoring program to encourage career progression.
- Encourage employees to recommend and participate in enrichment opportunities.

- Encourage all employees to suggest webinars to Employee Relations & Staff Development Librarian and to host sessions. Encourage all employees to attend webinars of interest to them.