University of Arkansas Libraries 20/20
Strategic Initiatives and Goals
March 9, 2012 [updated April 17, 2013]*
*all updates are typed in this blue font

1. Adopt assessments that are based on outcomes aligned to the University’s overarching goals and regularly modify—or discontinue—programs based on these assessments.

1.1 Identify by June 30, 2012 and implement by June 30, 2013 assessments of current library services and collaborations in order to evaluate their effectiveness. The Law Library will conduct a similar assessment by December 31, 2013. Jeff Banks (chair), Donna Daniels, Phil Jones, and Luti Salisbury. (ALA Standard Higher Ed. 1.4 – The library develops and maintains a body of evidence that demonstrates its impact in convincing ways) [This goal has been postponed until the new directors of Academic and Research Services and Administrative Services have been appointed and assume their duties.]

1.2 Establish a regular schedule for conducting surveys and reviewing the results (e.g., LibQUAL or ClimateQUAL) by June 30, 2012. The Law Library will establish a similar schedule for conducting local and national surveys. Report survey results annually circa September 1. Jeff Banks (chair), Donna Daniels, Phil Jones, Luti Salisbury, and Tim Zou. [This goal has been postponed until the new directors of Academic and Research Services and Administrative Services have been appointed and assume their duties.]

1.3 Post on the Collection Development StaffWeb site available pertinent data and narratives pertaining to the accreditations of campus departments and programs by June 30, 2012. Judy Ganson (chair), Elizabeth McKee, Deb Kulczak, and Tony Stankus. [Judy Ganson has been collecting these as they are created, but we are unsure where they are posted on the website.]

1.4 Conduct at least one web usability study each year to determine effectiveness of various library web sites, implement by June 30, 2012. Web Development Group. [Completed in 2012; the report is on the Goals 2012 web site in the 1.4 folder.]

1.5 Develop comprehensive suite of assessment tools for library instruction and post in a central location on the Web site by June 30, 2013. Lora Lennertz Jetton, Kathleen Lehman, Necia Parker-Gibson, and Luti Salisbury, chair. [Completed and posted on the Reference and ARS (formerly Public Services) web pages. Includes the survey completed for Goal 7.3, three new assessments, and four updated assessments. The committee recommends that a new Web page be created for Instruction.]

1.6 Assess the use of mobile applications that provide access to library information, annually beginning June 30, 2012. Stephanie Freedle, Mary Gilbertson, Jimmy Jackson, Norma Johnson, Beth Juhl, Kathleen Lehman, Luti Salisbury, and Tim Zou. [The committee determined what measures to report for the annual statistics, including Facebook and Twitter stats and the QR Code trial in Physics Library. Their report is located in the Goals 2012 web site in the 1.6 folder.]
2. **Extend the Libraries’ role in scholarly communication.**

   2.1 Work with University Information Technology Services (UITS) and Research and Sponsored Programs (RSSP) in planning a data management program to assist researchers by December 31, 2012. *Judy Ganson (chair), Amy Allen, and Luti Salisbury.* [The committee created a LibGuide on data management and are working with Jim Rankin from Research and Sponsored Programs on a case by case basis.]

3. **Extend the Libraries’ role in digital curation including providing access to born digital resources.** *(ALA standard Higher Ed 2.5 - The library commits to a user-centered approach and demonstrates the centrality of users in all aspects of service design and delivery in the physical and virtual environments.)*

   3.1 Establish a workflow and catalog records for the Honors papers for the Library Catalog by June 30, 2012. *Amy Allen and Mary Gilbertson.* [Completed. The workflow was created, but Amy and Mary are currently trying to streamline the workflow from the repository to the catalog as that is currently cumbersome. Submissions to the Honors Theses project is voluntary.]

   3.2 Provide access to *The Traveler* and other digital publications and materials by December 31, 2014. *Amy Allen, Janet Parsch, and Gail Simmons, Web Development Group.* [The committee is currently exploring platform options.]

   3.3 Investigate and evaluate potential participation of the National Digital Newspaper Project (see http://www.neh.gov/grants/guidelines/ndnp.html) by June 30, 2012. *Deb Kulczak, Lynaire Hartsell, and Tim Nutt.* [The committee recommended the UA Libraries be the lead institution in the state in this project; however, actual participation has been delayed by the search for a new director for the Arkansas History Commission. The goal is that everything will be in place for enrollment for January, 2014.]

   3.4 Identify the partners and the software to use and build a common database of campus art and other institutional images by June 30, 2013. *Amy Allen, Phil Jones, and Cat Wallack.* [Working with Cathy Padgett and Christine Hilker and reviewing the software options to host this. The Public art oversight committee is conducting a survey of public art at the university for inventory purposes, but that will not include a layer for public access or browsing, so the need still exists for this proposed database. Tom Paradise conducted a survey of campus sculptures. Agreements are needed to post images of the artwork on the Web; very few of the campus art agreements included publishing rights; new gift or purchase agreements should be regularized to include those clearances.]

4. **Implement practices and programs that make the Libraries more fiscally sustainable.** *(ALA Standard Higher Ed 9 – Libraries engage the campus and broader community through multiple strategies in order to advocate, educate and promote their value.)*

   4.1 Identify and pursue appropriate opportunities for grant applications, beginning fiscal year 2013. *Carolyn Allen (chair), Jeff Banks, Judy Ganson.* [Several grants were submitted last year; a couple were granted from the Arkansas History Commission that will provide a basis on which to apply for additional grant monies. Also, the Happy Hollow Foundation awarded a grant to the Mary...*
Parler Folklore preservation project. We are encouraged to be more proactive in seeking out grant opportunities to fulfill specific needs.

4.2 Increase donations to the Annual Fund for the Libraries by a minimum of 5% annually, beginning fiscal year 2013. Carolyn Allen (chair), Jeff Banks, Judy Ganson. [The 2012 Annual Fund totals will not be available until after the conclusion of the fiscal year; at that time we will compare the totals from 2011 to 2012 totals].

4.3 Publicly acknowledge joint funding with academic departments annually, by January 31, 2012. Judy Ganson. [status unknown: talk to Judy].

4.4 Participate in campus annual “Thank a Donor Day.” Jennifer Rae Hartman, all Libraries’ faculty and staff. [The Libraries had a lot of participation in both the event and phone call campaign in 2012; Advancement may not hold this event this year due to budget constraints.]

4.5 Participate in the annual “Red, White, and True” Development Office campaign. Tim Nutt. [The Libraries’ participation was up 8% over 2011, which was the largest increase across campus units.]

5. Implement practices and programs that make the Libraries environmentally sustainable.

5.1 Reduce consumption of paper within the Libraries annually by 10% with 2011 as a baseline beginning January 1, 2013; evaluate the program to determine if further reductions can be achieved. Brian Curtis, Jennifer Rae Hartman, and Robin Roggio. [The Libraries’ paper consumption jumped from 115 boxes of standard paper in 2011 to 165 boxes in 2012, which excludes GACL. The committee recommends that we look at software programs to look at paper consumption by unit, so that we can more clearly track and look for areas that can be reduced by implementing some streamlined procedures or by using digital documents. The committee recommends that training be offered to library staff on topics such as Microsoft Word tracking and editing, or best practices for personal archiving, that will enable staff to complete business online. Finally, the dean recommends that we survey peers and determine a single source for the copy of record rather than assuming the burden of creating copies of record for all digital files ourselves.]

6. Develop and sustain key collaborations that enable the Libraries to fulfill their goals and objectives and raise the profile of the Libraries. (ALA Standard Higher Ed 1.5 –The library articulates how it contributes to student learning, collecting evidence, documents successes, shares results and makes improvement / ALA Standard Higher Ed 1.7– The library communicates with the campus community to highlight its value in the educational mission and its institutional effectiveness / ALA Standard Higher Ed 9 – Libraries engage the campus and broader community through multiple strategies in order to advocate, educate and promote their value.)

6.1 Develop a comprehensive list of library collaborations including contacts and post on the StaffWeb by August 1, 2012. Kathleen Lehman (chair), Cheryl Conway, Sarah Spiegel, Joshua Youngblood. [Completed in 2012; the report is on the Goals 2012 web site in the 6.1 folder. It will need a periodic review to update contacts.]

6.2 Participate selectively in state, regional, and national print repositories. Carolyn Allen, Jeff Banks, and Judy Ganson. [The Libraries currently participate in a Greater Western Libraries
Association (GWLA)-led print repository program, ensuring the selective archiving of print copies of annual reviews. In addition, the California Digital Library is collaborating with the Center for Research Libraries on a print repository project called WEST, which will collect journals systematically across disciplines and fields. The Libraries committed to retaining the Annual Review of Nuclear and Particle Science, and the Annual Review of Physiology for this shared print repository.

6.3 Re-evaluate how we market the Libraries’ collections and services to campus administrators and develop LibGuides and other services for major administrative units on campus by June 30, 2013. Judy Ganson, Mikey King, Phil Jones, Luti Salisbury, and Joshua Youngblood. [This group has not met.]

6.4 Assign two librarians to participate systematically in the activities of the Teaching and Faculty Support Center to develop library research activities for specific classes and to integrate service opportunities with the Center by June 30, 2013. Kathleen Lehman and Tony Stankus. [Completed in 2012; the report is on the Goals 2012 web site in the 6.4 folder.]

6.5 Identify and plan implementation for a project that would have statewide benefit with the Libraries in a leadership role by June 30, 2013. CUARL Collection Development Committee. [CUARL will meet in late April, 2013; that committee will present a report on activities at that time.]

7. Realign existing services to assist the learning needs of the University’s students, and the teaching and research needs of the University’s faculty. (ALA standard Higher Ed 2.5 - The library commits to a user-centered approach and demonstrates the centrality of users in all aspects of service design and delivery in the physical and virtual environments.)

7.1 Review the ACRL "Standards for Proficiencies for Instruction Librarians and Coordinators" (http://www.alanet.org/ala/mgrps/divs/acrl/standards/profstandards.cfm) and the ARL “Standards for Proficiencies for Instruction Librarians and Coordinators: A Practical Guide” (http://www.alanet.org/acrl/sites/ala.org.acrl/files/content/standards/profstandards.pdf) and develop local guidelines and expectations to reflect these national standards. TBD. Judy Ganson (chair), Selectors and Reference Librarians. [Completed in 2012; the report is on the Goals 2012 web site in the 7.1 folder.]

7.2 Develop ways to train librarians in techniques and methods to meet these standards and evaluative instruments for assessing their progress towards meeting those standards. TBD. Judy Ganson (chair), Selectors and Reference Librarians. [Completed in 2012; the report is on the Goals 2012 web site in the 7.2 folder.]

7.3 Conduct an inventory of information literacy, for example, ProjectSAILS, in the fall semester of 2012. Assess the data to determine future goals. Elizabeth McKee (chair), Donna Daniels, Norma Johnson, and Necia Parker-Gibson. [This committee developed an information literacy tool that was used in several classes. It can be modified for subject specific questions.]

7.4 Examine best practices for the subject specialists’ collaboration with teaching and research faculty and adopt appropriate best practices for the Libraries’ liaison program by June 30, 2012. Lora Lennertz Jetton (chair), Donna Daniels, Patricia Kirkwood, and Norma Johnson. (ALA
standard 3.5 – Library personnel collaborate with campus partners to provide opportunities for faculty professional development). [Completed in 2012; the report is on the Goals 2012 web site in the 7.4 folder].

7.5 Create interactive instructional tools that address predetermined learning outcomes. Develop instruction and training in modes (e.g. Elluminate) that anticipate and address the special challenges faced by the unprecedented growth of the campus, beginning in FY2012. Lora Lennertz Jetton, Sarah Spiegel, and Tony Stankus. [This committee reported that ten instruction videos have been updated, two new videos created, and three videos retired after a review of the content. Posting is changing so that there is only one format for YouTube, and not a second developed for our Website. Cameras and microphones are being installed to be used with Echo 360 and Blackboard Collaborate, which is expected to be completed during the summer of 2013. Work on this goal continues; a report is in the Goals 2012 web site in the 7.5 folder].

7.6 Assess the need for LibGuides for each on-line course offered through BlackBoard, and create guidelines and protocols for creating guides, and assign personnel to create guides as appropriate by June 1, 2012. Beth Juhl and Sarah Spiegel. [This goal was subsumed by work with the instructional designers and Global Campus. After meeting with the instructional designers, making them aware of existing LibGuides for use in Blackboard courses, and creating new LibGuides to their specifications, the goal is considered complete, though collaboration with the instructional designers will continue.]

7.7 Integrate services of the University Libraries into BlackBoard (e.g. course reserves) by creating modules that faculty could select for use in their BlackBoard courses by September 1, 2012. Beth Juhl, Stephanie Feedle, Lora Lennertz Jetton, Charles Sabo, Dorothy Valencia, and Tim Zou. [The process of completing this goal has been accomplished; this spring, the Libraries delivered files directly to 18 Blackboard courses. The committee is continuing to work with the Global Campus on issues related to what level the libraries have access to individual courses. Talks will continue in the summer with a full implementation date of Fall, 2013].

7.8 Develop guidelines for collaboration with campus faculty and others regarding ways to incorporate library collections and services into effective education experiences for students by January 1, 2013. Kathleen Lehman (chair), Cheryl Conway, Sarah Spiegel, Joshua Youngblood. (ALA standard 3.5 – Library personnel collaborate with campus partners to provide opportunities for faculty professional development) [Completed in 2012; the report is on the Goals 2012 web site in the 7.8 folder].

7.9 Expand document delivery of articles from branch library locations and of book delivery to on campus addresses by June 30, 2014. Tess Gibson (chair), Kathleen Lehman, Phil Jones, and Luti Salisbury. [The first part of this goal is complete with the implementation of RazorRush. The second part regarding book delivery is expected to be accomplished by the due date].

8. Promote the excellence of the Libraries’ personnel. (ALA standard of Higher Ed 8. Libraries provide sufficient number and quality of personnel to ensure excellence and to function successfully in an environment of continuous change.)
8.1 Develop a rigorous training program administered by the LHRO that places library skills (e.g., use of Millennium) at the forefront and yet includes training on broader topics (e.g., recruitment) by June 30, 2012. Jeff Banks (chair), Elaine Contant, Donna Daniels, Mary Gilbertson, Gale Golden, Lynaire Hartsell, Deb Kulczak, Lisa Lindsey, Molly Moore, and Sheryl Robinson. [The University has an Employee Development Committee, who conducted a survey to determine that people would like to see training on soft skills like leadership, communication skills, diversity, and then also some technical skills. UITS has scaled back their training programs on specific programs like Access and Powerpoint. The Global Campus has training sessions, but they are costly. The committee’s next step will be to conduct a survey of what types of skills training courses library faculty and staff would like to take, the structure a program around that.]

8.2 Identify opportunities for cross-training and implement a program as indicated by the adopted plan from the Organizational Structure Committee by January, 2013. Phil Jones (co-chair), Molly Moore (co-chair), Lynaire Hartsell, Cheryl Conway, Cedar Middleton, and Martha Litton Guirl-Phillips. [The Cross Training Committee submitted their report of a three-tiered level of training to the Admin Group, who want to see a more streamlined document of instructions. The committee should keep their intent, but factor in more flexibility, as supervisors should be able to make the right decisions for their employees and departments. This report should be finished in May, with implementation of the program in August.]

8.3 Make sufficient progress in developing assessments (see Goal 1.1) and send appropriate representative to participate (submit paper, participate in panel, etc.) in the ARL Library Assessment Conference of Fall, 2014 (http://www.libraryassessment.org/). Review progress in 2013. [Completed to this point. Luti Salisbury presented at this conference in 2012.]

9. Increase the diversity of the Libraries’ personnel and collections.

9.1 Recruit more aggressively for library positions starting now. Human Resources, Search Committees, Carolyn Allen, Beth Juhl, Chyrel Banks, Jeff Banks, Cheryl Conway, Donna Daniels, Tess Gibson, Mary Gilbertson, Lynaire Hartsell, Lora Lennertz Jetton, Phil Jones, Kathleen Lehman, Tim Nutt, Marilyn Rogers, Luti Salisbury, Ellen Williams, and Tim Zou. [Human Resources began casting a wider net and taking different approaches to recruiting immediately upon being assigned this goal. They contact schools directly and cross pollinate job searches in the SEC. They attend conferences and are considering changing the cycle in which the Libraries post positions, such as collecting them through the year and publishing in time to recruit at ALA. They are tryin different approaches to recruiting, including contacting potential candidates and asking them to apply.]

9.2 Survey Special Collections, especially the Rare Books Collection, to identify diversity in the collection by June 30, 2012, and develop a plan to build under-represented collections by June 30, 2013. Tim Nutt (chair), Martha Parker, and Janet Parsch. [Completed; the report is on the Goals 2012 web site in the 9.2 folder.]

9.3 Survey the collections to identify diversity in the collection by June 30, 2012, and develop a plan to build under-represented Libraries’ collections by June 30, 2013. Judy Ganson (chair), Molly Boyd, Cheryl Conway, Donna Daniels, Kate Dougherty, Tess Gibson, Mary Gilbertson, Phil Jones, Beth Juhl, Patricia Kirkwood, Deb Kulczak, Kathleen Lehman, Lora Lennertz-Jetton,
Elizabeth McKee, Tim Nutt, Martha Parker, Necia Parker-Gibson, Marilyn Rogers, Luti Salisbury, Sarah Spiegel, Tony Stankus, and Tim Zou. [Progress unknown; ask Judy].

10. Apportion the resources of the Libraries in a manner that balances the current needs of all constituents and anticipates future demands. (ALA Standard Higher Ed 9 – Libraries engage the campus and broader community through multiple strategies in order to advocate, educate and promote their value.)

10.1 Assess library space and facility needs annually in conjunction with the growth of enrollment and expanded academic programs. Committees will be established as needed. [Progress on hold; issue is related to the proposed new offsite storage facility. When that is decided, this goal will be taken up again.]

10.2 Review the operations of branch libraries on a quinquennial basis by using a cost-benefit analysis and qualitative measures, beginning June 2014. Phil Jones (chair), Kathleen Lehman, Luti Salisbury. [Preliminary work has begun on this goal, which will be completed by the deadline].

10.3 Complete a long-range plan for building projects to be funded through the University’s proposed capital campaign. TBD. Carolyn Allen (chair), Jeff Banks, Judy Ganson. (ALA standard of Higher Ed 8. Libraries provide sufficient number and quality of personnel to ensure excellence and to function successfully in an environment of continuous change.) [This goal in ongoing. Progress has been delayed by the appointment of a new head of Advancement and by the job search for a new Libraries’ development officer].

10.4 Investigate best practices for evaluating organizational staffing in support of evolving Library programs and services. Recommend a method for periodic review by December 31, 2012. Jeff Banks (chair), Cheryl Conway, Donna Daniels, Tim Nutt, Marilyn Rogers, and Tim Zou. [In progress. The committee has conducted a survey of best practices and a survey of peer libraries. For now, reviews are being conducted on an individual case basis rather than a complete overhaul of all positions].

10.5 Visit academic libraries to explore firsthand best practices and innovative programs as warranted and invite other libraries to visit our library. [Tom Dillard and Amy Allen visited libraries in the Research Triangle when founding the University Archives; these are opportunities that we will take as the need or opportunity arises.]