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 and Juana Young (chairs), Donna Daniels, Phil Jones, and Luti Salisbury.**

   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 and Juana Young (chairs), Donna Daniels, Phil Jones, Luti Salisbury, and Tim Zou.**

   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.**

   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.**

   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.**

   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.**

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.**

3. **Extend the Libraries’ role in digital curation including providing access to born digital resources.**

   3.1 Establish a workflow and catalog records for the Honors papers for the Library Catalog **by June 30, 2012. Amy Allen, and Elaine Dong.**

   3.2 Provide access to *The Traveler* and other digital publications and materials **by December 31, 2014. Amy Allen, Angela Black, Janet Parsch, and Gail Simmons, Web Development Group.**

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.

4. Implement practices and programs that make the Libraries more fiscally sustainable.

4.1 Identify and pursue appropriate opportunities for grant applications, beginning fiscal year 2013. Carolyn Allen (chair), Jeff Banks, Judy Ganson, Dani Lansky, and Juana Young.

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, Dani Lansky, and Juana Young.

4.3 Publicly acknowledge joint funding with academic departments annually, by January 31, 2012. Judy Ganson.

4.4 Participate in campus annual “Thank a Donor Day.” Dani Lansky, Jennifer Rae Hartman, all Libraries’ faculty and staff.


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. Angela Black (chair), Brian Curtis, Jennifer Rae Hartman, and Robin Roggio.

6. Develop and sustain key collaborations that enable the Libraries to fulfill their goals and objectives and raise the profile of the Libraries.

6.1 Develop a comprehensive list of library collaborations including contacts and post on the StaffWeb by March 1, 2012. Kathleen Lehman (chair), Cheryl Conway, Sarah Spiegel, Joshua Youngblood.

6.2 Participate selectively in state, regional, and national print repositories. Carolyn Allen, Jeff Banks, Judy Ganson, and Juana Young.

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.

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 Elizabeth McKee.
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.

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.**

7.1 Review the ACRL "Standards for Proficiencies for Instruction Librarians and Coordinators" ([http://www.ala.org/ala/mgrps/divs/acrl/standards/profstandards.cfm](http://www.ala.org/ala/mgrps/divs/acrl/standards/profstandards.cfm)) and develop local guidelines and expectations to reflect these national standards. **TBD. Judy Ganson (chair), Selectors and Reference Librarians.**

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.**

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.**

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.**

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.**

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 March, 2012**. **Beth Juhl, Elizabeth McKee, and Sarah Spiegel.**

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.**

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.**

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.**

8. **Promote the excellence of the Libraries' personnel.**
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.

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. Jeff Banks (chair), Elaine Contant, Donna Daniels, Mary Gilbertson, Gale Golden, Lynaire Hartsell, Deb Kulczak, Lisa Lindsey, Molly Moore, and Sheryl Robinson.

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.

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.

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.

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, Tess Gibson, Mary Gilbertson, Amy Hardin, Jennifer Rae Hartman, Phil Jones, Beth Juhl, Patricia Kirkwood, Deb Kulczak, Kathleen Lehman, Elizabeth McKee, Tim Nutt, Martha Parker, Necia Parker-Gibson, Marilyn Rogers, Luti Salisbury, Sarah Spiegel, Tony Stankus, and Tim Zou.

10. Apportion the resources of the Libraries in a manner that balances the current needs of all constituents and anticipates future demands.

10.1 Assess library space and facility needs annually in conjunction with the growth of enrollment and expanded academic programs. Juana Young (chair), committees will be established as needed.

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.

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, Juana Young.

10.5 Visit academic libraries to explore firsthand best practices and innovative programs as warranted and invite other libraries to visit our library.