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. (ALA Standard Higher Ed. 1.4 – The library develops and maintains a body of evidence that demonstrates its impact in convincing ways)

1.1 Post on the Collection Development web site available pertinent data and narratives pertaining to the accreditations and re-accreditations of campus departments and programs by June 30, 2012.

1.3 Conduct at least one web usability study each year to determine effectiveness of various library web sites, implement in March, 2012.

1.4 Develop comprehensive suite of assessment tools for library instruction and a central location for the data by June 30, 2013.

1.5 Assess the use of mobile applications that give access to library information, annually beginning June 30, 2012.

1.6 Recommend 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.

1.7 Report survey results annually our stakeholders circa September 1. (ALA Higher Ed 7.7 – the Library communicates assessment results to library stakeholders.)

2. **Extend the Libraries’ role in scholarly communication.**

2.1 Work with UITS and RSSP to assist researchers in planning a data management program for grant proposals by December 31, 2012.

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.
3.2 Provide access to *The Traveler* and other digital publications and materials by **December 31, 2014**.

3.3 Investigate and evaluate potential participation of the National Digital Newspaper Project (see [http://www.neh.gov/grants/guidelines/ndnp.html](http://www.neh.gov/grants/guidelines/ndnp.html)) by **June 30, 2012**.

3.4 Identify the partners and the software to use to build a common database of campus art and other institutional images by **June 30, 2013**.

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 appropriate opportunities for grant applications and submit three grant proposals (in the $200,000 range) **per year, beginning fiscal year 2013**.

   4.2 Increase donations to the Annual Fund for the Libraries by a minimum of 5% **annually, beginning fiscal year 2013**.

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

   **Discussion:** May just be a statement electronically on databases or purchases, such as the phrase “partially funded by.”

   4.4 Participate in campus annual “Thank a Donor Day” (**each May**) using the rotator on the Libraries’ web page and other publicity, **beginning May 2012**.

   4.5 Increase participation in the annual “Red, White, and True” Development Office campaign for faculty and staff donations.

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.

   5.2 Reduce consumption of energy within the Libraries **annually** by 2% with 2011 as a baseline **beginning January 1, 2012**.

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 March 1, 2012**. “Collaborations” means campus, community, and other libraries
partnerships. Assign a librarian to communicate with and provide services to each major unit beyond the academic departments on campus (e.g. Enhanced Learning Center) and the scope of the current program of liaisons and selectors.

6.2 Participate selectively in state, regional, and national print repositories.

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.

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, 2012.

6.5 Identify and plan implementation for a project that would have statewide benefit with the Libraries in a leadership role by December 31, 2012.

7. Assess the learning needs of the University’s undergraduate and graduate students, and the teaching and research needs of the University’s faculty, re-aligning existing services as needed and developing new ones that meet those needs. (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.ala.org/ala/mgrps/divs/acrl/standards/profstandards.cfm) and develop local guidelines and expectations to reflect these national standards.

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.

7.3 Conduct an inventory or another tool of information literacy, for example, ProjectSAILS, at the University of Arkansas in the fall semester of 2012. Assess the data to determine future goals.

7.4 Examine best practices for the relationships between subject specialists and academic faculty—assessing how we can better integrate with academic departments, what tools can be used, where we are in this process, what’s working and what is not—and adopt appropriate best practices for the Libraries’ liaison program by June 30, 2012. (ALA standard 3.5 – Library personnel collaborate with campus partners to provide opportunities for faculty professional development)

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.

7.6 Assess the need for LibGuides for each on-line course offered through BlackBoard and create guides as appropriate by March, 2012.
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.

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. (ALA standard 3.5 – Library personnel collaborate with campus partners to provide opportunities for faculty professional development)

7.9 Expand document delivery of articles from branch library locations and of book delivery to on campus addresses by June 30, 2014.

7.10 Document and disseminate ways in which the Libraries are collaborating with academic departments in support of the professional development of their faculty by June 30, 2013. (ALA standard 3.5—Library personnel collaborate with campus partners to provide opportunities for faculty professional development).

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.

8.2 Evaluate opportunities for cross-training and implement a program as indicated by the adopted plan from the Organizational Structure Committee by January, 2013.

8.3 Make sufficient progress in developing assessments 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/).

8.4 Survey the organizational culture to identify and remedy specific areas of concern by December 31, 2012.

9. **Promote the diversity of the Libraries’ personnel and collections.**

9.1 Recruit more aggressively for library positions starting now.

9.2 Increase the depth of the rare books collection in Special Collections in targeted areas to be determined by the Department and administration of the Libraries. Promote these books and other collections within the Department by rotating displays on the Libraries’ web site, other online and physical exhibits, podcasts, and lectures to initiate by June 30, 2012.

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 Establish continual assessment and recommendations of library space and facility needs in conjunction with the growth of enrollment and expanded academic programs.

10.2 Review the operations of branch libraries on a quinquennial basis by using a cost-benefit analysis and qualitative measures, **beginning June 2016**.

10.3 Complete a long-range plan for building projects to be funded through the University’s proposed capital campaign. **TBD.** *(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.)*

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.**

10.5 Perform carefully chosen site visits to major academic libraries to explore firsthand best practices and innovative programs as warranted and invite other libraries to visit our library. **TBD.**