

Library Directions

**The University of
North Carolina
at Chapel Hill
Library
2005-2010**

I am pleased to share with you the University Library's five-year plan, *Library Directions, 2005-2010*. This report is the product of an extended effort that has sought the input of every library employee as well as representative faculty members, students, university administrators, and Friends of the Library.

You will find in this plan an updated mission statement for the University Library, along with guiding statements of vision and values

The core of our plan is a set of goals related to six areas: library collections; library services; the digital library; internal and external communications; staffing and organization; and library facilities. These are areas of perpetual concern for all research libraries and during our planning process they arose again and again, informed by the challenges particular to this library.

We have grouped and translated these issues into the long-range goals given in each section of this report. Within each goal, we have also defined the principal objectives that we will be working toward over the next five years.

The goals and objectives set out a strategy by which the library can anticipate and fulfill the twenty-first century needs of its users. These include advancing the library's technology capability, increasing electronic and digital holdings, and emphasizing the resources of the Wilson Special Collections Library. We predict that even as scholars become increasingly dependent on electronic library holdings, they will also turn increasingly to rare and original documents and publications for a fresh understanding of the past. A separate plan regarding the Wilson Special Collections Library is available on request.

As we pursue new goals and objectives, the library also carries on its traditional work and activities. Building general collections; providing services; attracting, compensating and retaining a skilled staff; and caring for our facilities all continue apace. The plan directs effort and resources toward some foundational tasks—completing retrospective conversion of cataloged material not yet added to the online catalog, adding storage for the overflowing collections, and relocating the map collection—at the same time that we are building virtual collections.

Successful pursuit of the directions outlined here will require funding from multiple sources, both new and traditional, as well as the continued support of the university's administration and faculty and of the library's many devoted friends and supporters.

Sarah Michalak
University Librarian and
Associate Provost for University Libraries

The University Library

Mission

The University Library supports inquiry and learning at the university and for the people of North Carolina. Library collections, services, staff, and facilities further the university's mission. The library provides leadership in the development of scholarly communication systems and in the application of information technology to teaching, research and learning.

Vision

The University Library:

- Builds and preserves collections;
- Connects people with information and knowledge in and beyond the library's collections;
- Serves as an intellectual commons;
- Leads on campus and in the profession.

Values

The staff and administration of the University Library:

- strive for excellence in fulfilling the library's mission;
- make user-centered decisions;
- invest proudly in employees;
- strive to create a diverse environment of respect and collaboration;
- encourage vision and innovation;
- exercise leadership;
- take intelligent risk;
- deploy advanced technologies;
- and maximize the capability of our resources.

Core Issue: Collections

The library acquires, preserves, and facilitates use of its collections to serve teaching and research. The library embraces its responsibility to collect current and out of print primary and secondary sources while strategically acquiring resources across all formats and all disciplines served by the university.

Goal A: Maximize the buying power of acquisitions funds and seek new sources of funding.

- * 1. Reduce dependence on one-time funding in the acquisitions budget while making a case for additional funding for new resources and information products.
- ◆ 2. Strengthen areas of excellence in the collections in support of the academic enterprise.
- * 3. Nurture special collections and unique portions of the general collections.
- * 4. Move aggressively to acquire high quality electronic content that is a good cost value.
- ◆◆ 5. Identify and analyze trends and developments in the curriculum and in higher education to focus collection building on the highest university priorities.
- ◆ 6. Collect and apply internal management data to analyze the usability of collections.

Goal B: Develop, advance, and support innovative collection development initiatives and strategies.

- ◆◆ 1. Provide campus, regional, national, and international leadership to improve the scholarly communication system.
- * 2. Encourage publishers to develop viable new pricing and access models.
- ◆ 3. Participate proactively within established partnerships and consortial relationships, including with other campus libraries, and seek new opportunities to collaborate in pursuit of the library's mission.
- * 4. Expand the library's capacity to collect and provide access to multi-media including image, audio, video and digital formats.
- * 5. Form a collection development council with representatives from all collecting areas to establish priorities, create policies, encourage cross-departmental sharing of resources, and ensure broad communication regarding collection development issues.

Goal C: Improve efficiency of processes to acquire and make research materials ready for use.

- ◆ 1. Deploy new technologies to speed and streamline the acquisition of library materials.
- ◆ 2. Expedite access to new materials.
- * 3. Return the map collection to Davis Library Reference to make it accessible to a larger number of patrons.

Goal D: Increase the quality and usability of the online catalog.

- * 1. Complete Millennium software implementation.
- ◆ 2. Complete the addition of all general collection cataloged material to the online catalog.
- ◆ 3. Provide online access for uncataloged materials.

Goal E: Target at-risk collections for intensive preservation action.

- ◆ 1. Develop a comprehensive preservation program for digital and electronic materials, disk space.
- * 2. Review services and organization of Imaging and Photographic Services.
- ◆ 3. Expand conservation treatment capacity to meet patron needs for at-risk materials in all formats. Outsourcing? Funding for consultants.

- ◆ Significant work underway
- * Complete
- + Building capacity to meet goal
- ▶ Ongoing

Core Issue: Services

The library delivers user-centered services in a fast-paced environment marked by multiple and ever-changing needs. The library provides instruction and research assistance, and helps users develop independent information-finding and lifelong learning skills. The library staff actively encourages use of the library.

Goal A: Solidify a service culture based on the needs and desires of the library's users.

- * 1. Develop ongoing empirical assessment programs for meeting user needs.
- * 2. Integrate service training into orientation and professional development for all staff.
- * 3. Tailor appropriate services to meet the needs of patrons with disabilities.

Goal B: Develop and expand programmatic commitments in support of emerging research methods.

- ◆ 1. Develop new services and introduce new software offerings in the Davis Library Knowledge Commons, a cluster of computers and services designed to help users advance their technology skills.
- * 2. Expand Geographic Information Systems services.
- ▶◆ 3. Improve access to and use of data sets.

Goal C: Exploit technology to improve delivery of core library services.

- *◆ 1. Experiment with new services and new service delivery modes.
- *◆ 2. Develop systems that enable patrons to transact library business independently and remotely.
- *◆ 3. Continuously improve the library's Web presence.
- *◆ 4. Explore ways to implement a 3-year computer roll-over for all public and staff computers.

Goal D: Expand instructional programs.

- ◆ 1. Build more library instruction labs, create more collaborative learning spaces.
- ◆ 2. Extend and expand partnerships to deliver instruction.
- * 3. Expand instructional services offered to graduate students as well as undergraduates.

Core Issue: Staff and Organization

Staff and student employees define the library, making the vital connections between people, information, and resources. The library's organization must be flexible and dynamic, responsive to change and to the needs of users and staff. Appropriate structures, processes, and resources support individual, departmental, and library-wide performance goals, and excellent performance is recognized and compensated

Goal A: Establish a fair compensation program for all library employees.

- ◆ 1. Bring all SPA employees to at least 95% of their qualifying salaries and expand career growth opportunities.
- ◆ 2. Bring all EPA salaries to the top third of ARL member libraries' salaries.

Goal B: Initiate activities that promote cross-departmental collaboration and greater flexibility.

- * 1. Plan and begin recruitment for senior management positions.

- ◆ Significant work underway
- * Complete
- + Building capacity to meet goal
- ▶ Ongoing

- ▶ 2. Determine optimal assignment for all vacant library positions.
- * 3. Improve coordination and nurture collaborative solutions regarding issues and concerns that span departments.

Goal C: Design, develop, and implement comprehensive training and professional development programs for library staff.

- * 1. Assess availability of training offerings from the library, the university, and elsewhere.
- * 2. Ensure that all current and future staff and student employees participate in service training workshops.
- ◆+ 3. Review policies and funding to encourage staff travel and participation in professional development activities.
- ▶ 4. Encourage library staff to participate in the life of the university.

Goal D: Expand the awards and recognition program to recognize and reward outstanding work by library employees.

- * 1. Implement an internal program for immediate recognition of outstanding contributions.
- * 2. Create additional mechanisms for recognizing outstanding performance.
- + 3. Establish an annual social event for longevity awards.

Core Issue: The Digital Library

The digital library has grown out of and is integral to traditional libraries. Making selected portions of the library's collections available electronically is a key part of the responsibility to provide access to scholarly information and promote scholarly communication.

Goal A: Implement an expanded digital library that includes published and unpublished texts, images, sound recordings, oral histories, and other formats.

- * 1. Deploy digital library management software.
- * 2. Begin a phased program to upgrade library technology infrastructure.
- * 3. Coordinate discrete digital library initiatives.
- * 4. Address needs for additional staffing.
- * 5. Develop projects and partnerships that emphasize teaching potential of digital content.
- ◆ 6. Seek options which would permit copyrighted publications to be included in the digital library.
- ◆ 7. Explore options for digitizing key components of the Southern Historical Collection.

Goal B: Create an interface that enhances the discovery and use of resources in all formats.

- ◆ 1. Investigate federated search engines.
- * 2. Make usability testing a standard procedure for interface development.
- ◆ 3. Develop options for customization.

Goal C: Work toward the long-term preservation of digital and electronic holdings.

- *◆ 1. Support the Provost's Digital Curation/Institutional Repository Task Force and act on its recommendations.
- * 2. Create all digital library content in accord with best practices and standards to facilitate long-term management, access, and discovery.

- ◆ Significant work underway
- * Complete
- + Building capacity to meet goal
- ▶ Ongoing

Goal D: Participate in and initiate projects to undertake large-scale digitization of library holdings and make them widely available as an ongoing library activity.

- * 1. Investigate participation in the Open Content Alliance, the Google Books project, and similar efforts to make digitized library content widely available and join these efforts as appropriate.
- * 2. Implement local or outsourced production operations for the large-scale digitization of published and unpublished library materials.

Core Issue: Communication

The library solicits and engages the ideas and opinions of its users in order to shape excellent services and collections and to build constructive relationships. The library promotes services that meet user needs and communicates its aspirations to library supporters and decision-makers. Sound internal communications are fundamental to this enterprise.

Goal A: Formalize communication programs directed to external constituencies.

- ◆ 1. Consolidate and strengthen methods to solicit and act upon users' ideas.
- * 2. Promote the library more effectively.
- * 3. Increase outreach to campus community.
- ◆ 4. Develop guiding principles for marketing library programs and services.

Goal B: Improve and promote internal communication among library staff and units.

- * 1. Examine, improve, and increase channels for information-sharing.
- * 2. Encourage opportunities for discussion and exchange of ideas.
- ◆ 3. Regularly inform staff about progress relating to compensation improvement initiatives.
- * 4. Enhance communication with the branch libraries.

Goal C: Encourage library development and advancement.

- * 1. Continue to raise significant private resources for the Library by encouraging communication with funding entities, including proposals for grants and gifts.
- * 2. Increase expertise in private grant making organizations.
- * 3. Achieve Carolina First campaign goals.
- *◆ 4. Begin planning for post-campaign development with objective of
 - Broadening donor base
 - Increasing stewardship at all levels
 - Developing new sources of major gifts prospects
- * 5. Continue to foster relationships with Friends of the Library and other supporters.

- ◆ Significant work underway
- * Complete
- + Building capacity to meet goal
- ▶ Ongoing

Core Issue: Facilities

Library buildings provide the pre-eminent campus environment for reflection, collaboration, research, discovery, and learning. Library facilities support the library's commitment to access, service and preservation. The administration supports library staff by providing the facilities and equipment they need to excel.

Goal A: Provide vital, welcoming, and well-adapted spaces for users.

- ◆ 1. Ensure through projects and planning the optimal disposition of available space.
- ◆ 2. Seek opportunities to develop new facilities as needed.
- ◆ 3. Maintain and improve the quality of existing public space. Travel
- ◆ 4. Continue planning for Davis Library renovation.
- * 5. Work with University housekeeping staff to ensure building cleanliness.

Goal B: Provide adequate and appropriate space for collections and collection growth.

- * 1. Work within the University and TRLN to obtain off-site storage that will accommodate over a million volumes now and substantial additions in the future.
- * 2. Add compact shelving in the Davis Library basement.
- * 3. Shift collections in Wilson Annex (1977 stacks) to take advantage of 7th level available in 2006.

Goal C: Improve staff physical environments and technology resources.

- 1. Ensure ready staff access to the technologies that drive 21st-century library work.
- * 2. Evaluate office landscaping prototypes to better meet staff needs.
- * 3. Work toward equity of resources among the branch libraries.

- ◆ Significant work underway
- * Complete
- + Building capacity to meet goal
- ▶ Ongoing