Unit Level Planning
University of Mississippi Libraries
The strategic plan for the University of Mississippi Libraries aligns with the UM 2020 plan. It supports the mission, vision and core values of the University. The priorities of excellence, planning principles, enabling infrastructure and objectives come directly from UM 2020. The UM 2020 report along with additional planning resources can be found online at http://www.olemiss.edu/um2020.
SWOT Analysis

Strengths

- Skilled, flexible, and resourceful faculty and staff
- Culture of assessment for evidence-based decision making
- Extensive support for students both in person and at distance
- Collaborations, both on campus and regionally, to maximize funds and increase access to resources for students and faculty

Weaknesses

- Limited staff restricts the library’s ability to expand services
- Fragmented library organization and limited staffing restricts ability to maximize resources and enhance services, especially in web, IT, and digital curation
- Library space is insufficient for collection and user needs and the problem is exacerbated by environmental problems with the building
- Limited fund raising

Opportunities

- Increasing availability of digital information will enhance the libraries ability to support extended services
- Enhanced use of high density storage will increase the amount of space for student use and provide increased protection for older and more fragile materials both in Archives and Special Collections and the Main Library collection.
- Development of consistent funding models will support collection levels in the face of cost inflation and allow for library technology to be kept up to date
- Increased outreach will enhance the library’s ability to expand services and increase its role in the campus community

Threats

- Limited funding threatens the ability to sustain let alone build the collections
- Increasing student enrollment may create unmet needs
- Increasing variety in expectations for service pressure limited staff
- New campus-wide programs and areas of interest threaten the library’s ability to provide high quality support with limited staffing and resources
Goal 1: Students will learn about library “hidden resources”
Uncovering underused library resources will create a rich research experience for undergraduate students. These hidden resources include: librarian expertise, archives and special collections, government documents, music/media, and AICPA library services.

Measure of Success: An increase in use of these hidden resources will be shown through the collection and analysis of Google Analytics and internal statistics.

Action/Initiative: Special Collections will coordinate with library subject specialists to host joint programs such as Wednesday Workshops.

Action/Initiative: Library departments will conduct in-house programs to educate each other on targeted resources.

Action/Initiative: University Archivist will be hired to develop and promote an institutional repository housed in Archives & Special Collections.

Alignment with Objectives: Promote Excellence in Teaching & Learning; Educate students for global citizenship and stewardship; Embrace Accountability

Alignment with Planning Principles: Quality & Focus; Beyond Borders; Creativity: Arts & Innovation

Goal 2: Increase the Library’s web presence for undergraduates

Measure of Success: Positive LibQual survey comments related to website navigability

Measure of Success: Google analytics measuring website use will increase

Action/Initiative: Hire an additional professional staff member or library faculty member for the Web Services Department to create and deliver web services more quickly

Action/Initiative: Work with Office of Online Learning and University IT to add library information to all online courses by: a) creating an automated script to be implemented by UM IT/Blackboard/SAP, and b) creating library information related to courses.

Action/Initiative: Secure permanent funding for a library search system (ex. Summon) that provides a simple, intuitive way for undergraduates to access research materials.
**Alignment with Objectives:** Promote Excellence in Teaching & Learning; Educate students for global citizenship & stewardship; Embrace Accountability

**Alignment with Planning Principles:** Quality & Focus; Beyond Borders; Creativity: Arts & Innovation

**Goal 3: Increase promotion of library resources and services to undergraduates**

**Measure of Success:** Increased positive LibQual survey comments related to library personnel.

**Measure of Success:** Increased reference interactions

**Action/Initiative:** Librarians and circulation staff/ students will provide services at both library entrances, consolidating where students go for help. This will require cross-over training of Reference and Circulation staff and student employees.

**Action/Initiative:** Create Student Library Assistant Advisory Committee to brainstorm ideas and gain feedback on issues such as promoting a new or underused services to initiate library improvements.

**Action/Initiative:** Work with the Department of Parent Programs and ensure that new transfer students receive information about library services as part of their orientations to the university.

**Action/Initiative:** Work with University administration to ensure that new faculty receive information about library services as part of their orientations to the university.

**Action/Initiative:** Special Collections will conduct more outreach with academic departments to encourage undergraduate use

**Alignment with Objectives:** Promote Excellence in Teaching & Learning; Educate students for global citizenship & stewardship; Embrace Accountability

**Alignment with Planning Principles:** Creativity: Arts & Innovation; Blue Sky

**Goal 4: Integrate librarians as instructors of record in first year experience courses**

**Measure of Success:** Student course evaluations will reflect the added value of having a course-integrated librarian

**Action/Initiative:** A librarian will be appointed to the CWR curriculum committee.
**Action/Initiative:** A librarian will be appointed to the new QEP task force.

**Action/Initiative:** The Library will work with the First Year Experience Coordinators to include librarians as teaching faculty.

**Action/Initiative:** The Library will work with the Center for Writing and Rhetoric to expand librarian expertise into the curriculum.

**Alignment with Objectives:** Promote Excellence in Teaching & Learning; Educate students for global citizenship & stewardship; Embrace Accountability

**Alignment with Planning Principles:** Quality & Focus; Beyond Borders

**Goal 5: Increase Undergraduate Information Literacy Skills**

“Promote excellence in teaching and learning through library efforts, the Information Literacy Committee and the QEP task force to further develop student critical thinking and information literacy skills” (UM 2020, p.9).

**Measure of Success:** Higher scores on LibQual surveys related to navigating the physical library and online library resource.

**Measure of Success:** Google Analytics statistics show an increase in hits on instruction and information literacy tutorials.

**Measure of Success:** Quiz scores on multimedia tutorials will be 80% correct across all outcomes for all participating undergraduates

**Measure of Success:** Plagiarism & Multimodal tutorial quiz scores will be 80% correct across all outcomes for all graduating students.

**Measure of Success:** Positive scores from the new National Survey of Student Engagement (NSSE) Information Literacy module.

**Action/Initiative:** The Library will increase the number of graduate assistants and staff in the library teaching general education information literacy classes to give professional librarians time to teach upper-division, undergraduate students advanced library research skills including capstone courses and research methods courses.

**Action/Initiative:** The Library will create an undergraduate student focus group to inform the creation of multimedia tutorial on library resources and services.

**Action/Initiative:** Librarians will work with the Center for Excellence in Teaching and Learning to develop more effective teaching strategies including the flipped classroom model.
**Action/Initiative:** A member of the Information Literacy Committee will be appointed to the Academic Discipline Standing Committee.

**Action/Initiative:** A member of the Information Literacy Committee will be appointed to the task force to present a plan to build on the University’s QEP.

**Action/Initiative:** The Information Literacy Committee will create a tutorial on the concept of common knowledge with the Center for Writing and Rhetoric.

**Action/Initiative:** The Information Literacy Committee will improve the completion rate by first year and transfer students of plagiarism and multimodal quizzes.

**Action/Initiative:** The Information Literacy Committee will make available the plagiarism and multimodal quiz scores to each undergraduate department, college and school to inform their teaching strategies.

**Action/Initiative:** The Information Literacy Committee will run an annual report of the plagiarism and multimodal quiz scores of graduating seniors.

**Action/Initiative:** The Information Literacy Committee will create a faculty forum to discuss plagiarism and the pedagogy of multimodal assignments across disciplines.

**Alignment with Objectives:** Promote Excellence in Teaching & Learning; Educate students for global citizenship & stewardship; Embrace Accountability

**Alignment with Planning Principles:** Quality & Focus; Beyond Borders
Goal 1: Promote graduate research by increasing access to quality library resources including collections in the Archives & Special Collections, university theses and dissertations, Honors College theses, and open access resources

Measure of Success: Percentage of digital & electronic resources meets average of regional peer institutions.

Action/Initiative: Collaborate with the Office of Research and Sponsored Program, the Graduate School and IT to implement a freely-available institutional repository to promote UM research including dissertations, theses and other creative achievements.

Action/Initiative: Develop a University policy on digital access and copyright.

Action/Initiative: Invest in necessary hardware, software, and content management systems to support extensive digital holdings.

Action/Initiative: Survey graduate students in History, Southern Studies, African American Studies, Isom Center, and other departments on their research interests and needs to determine selection and prioritization of digitization projects.

Action/Initiative: Make library materials as accessible as possible to distance education students via electronic resource subscriptions, on demand delivery methods, interlibrary loan, and digital collections when possible.

Alignment with Objectives: Enhance the quality of core, research-based graduate programs; Expand access to professional graduate education

Alignment with Planning Principles: Quality & Focus, Beyond Borders, Blue Sky

Goal 2: Create an outreach program specifically for graduate students which will introduce them to research resources, convey practical advice, and foster a sense of community

Measure of Success: Maintain or improve library approval ratings in graduate student surveys.

Action/Initiative: Contact Graduate School, Office of Research and Sponsored Programs, Center for Writing and Rhetoric, and various academic departments to enhance collaboration.
**Action/Initiative:** Contact Cornell University to learn about their immersion program "Transitioning from Student to Scholar" designed to help graduate students.

**Alignment with Objectives:** Enhance student persistence and student development programs

**Alignment with Planning Principles:** Beyond Borders

**Goal 3:** Develop a graduate assistantship and internship programs for the Library which will provide transferrable skills or disciplinary knowledge

**Measure of Success:** Increase the number of graduate assistantships and/or internships in the library.

**Action/Initiative:** Contact Office of Research and Sponsored Programs, Graduate School, and various academic departments to discuss a jointly sponsored graduate assistantship and internship program and identify potential funding.

**Action/Initiative:** Develop protocol and policies for graduate assistantship and internship program.

**Action/Initiative:** Investigate potential partnerships with other departments, schools and Universities to create opportunities for graduate students to gain professional and transferable skills.

**Alignment with Objectives:** Enhance the quality of core, research-based graduate programs; Enhance student persistence and student development programs; Increase graduate and professional enrollment

**Alignment with Planning Principles:** Blue Sky, Beyond Borders
Priority of Excellence
3/ Research, Scholarship, Innovation, & Creativity

Goal 1: Align collections and services with UM’s areas of emphasis, such as STEM, nationally recognized programs, and interdisciplinary needs

Measure of Success: The percentage of the purchased collection that is used increases over time

Action/Initiative: Use an evidence-based approach to continuously align the materials budget fund allocations with academic programs (institutional data), faculty research, use and on-demand needs using a standard method or formula.

Action/Initiative: Explore and expand cooperative arrangements with regional and peer institutions for the acquisition and delivery of content.

Action/Initiative: Incorporate the allocation for patron-initiated purchasing within state materials budget.

Alignment with Objectives: Increase individual and collaborative research, scholarship and innovation; Enhance the University’s capacity for research and scholarship; Engage in a disciplined investment strategy supporting research and scholarship

Alignment with Planning Principles: Quality & Focus, Beyond Borders, Blue Sky

Goal 2: Increase the visibility, use, and quality of library resources and services in support of teaching, research, and creative activities

Measure of Success: Increased access to and use of resources

Measure of Success: Improved user assessment ratings among students and faculty

Action/Initiative: Enhance existing and implement new technologies to improve the discoverability of the Libraries’ resources, university research and cross-data sharing services.

Action/Initiative: Develop and enhance outreach activities that promote knowledge of the Libraries’ resources to users.

Action/Initiative: Identify and fund research materials based on demonstrated need.

Action/Initiative: Improve physical, electronic and bibliographic access to “hidden” (unprocessed) collections throughout the Libraries.
**Action/Initiative:** Improve retrieval services for users through enhanced stacks management procedures.

**Alignment with Objectives:** Increase individual and collaborative research, scholarship and innovation; Enhance the University’s capacity for research and scholarship; Engage in a disciplined investment strategy supporting research and scholarship

**Alignment with Planning Principles:** Quality & Focus, Beyond Borders, Blue Sky

**Goal 3: Provide and preserve distinctive resources for scholarship**

**Measure of Success:** High density storage facility completed

**Measure of Success:** Meet peer institution contributions of research and digital collections

**Action/Initiative:** Develop a scholarly communication program to build awareness of copyright, open access initiatives, and issues related to acquiring and preserving the digital record.

**Action/Initiative:** Construct a facility that includes high-density storage for library collections and office, public, and exhibit space for Archives & Special Collections. The facility must meet archival standards, include a library preservation lab and provide growth for future acquisitions.

**Action/Initiative:** Develop an electronic records management program to meet the needs of collecting unique born-digital materials.

**Action/Initiative:** Develop appropriate print and digital preservation strategies.

**Action/Initiative:** Continue contributions to local, regional and national digital collections and repositories.

**Alignment with Objectives:** Increase individual and collaborative research, scholarship and innovation; Enhance the University’s capacity for research and scholarship; Engage in a disciplined investment strategy supporting research and scholarship; Capitalize on the University’s small and diverse scholarly community

**Alignment with Planning Principles:** Quality & Focus, Organizational Stewardship & Sustainability, Beyond Borders, Blue Sky,

**Goal 4: Increase funding for research collections and associated technologies**

**Measure of Success:** Receipt of increased funding from outside the Library for collections and technology

**Action/Initiative:** Request that university administration provide new, continuing library funds in support of new courses, degree programs, and faculty interests to ensure that the library is well-positioned to meet research needs. For example, coordinate with other schools to add a library resources component to all future endowed professorships and chairs.
Action/Initiative: Increase the number of competitive grants that the Library receives.

Action/Initiative: Establish an endowed professorship or chair for the Libraries.

Action/Initiative: Continue requesting course fees or increased tuition to help pay for research needs and infrastructure.

Action/Initiative: Augment financial resources devoted to information technologies through grants, partnerships, and cultivation of donors.

Alignment with Objectives: Enhance the University’s capacity for research and scholarship; Engage in a disciplined investment strategy supporting research and scholarship

Alignment with Planning Principles: Organizational Stewardship & Sustainability, Blue Sky
Goal 1: Increase comfortable study spaces for both individuals and groups

Measure of Success: Increased number of seats throughout the Library

Measure of Success: Positive scores on LibQual survey on seating and space allocation

Action/Initiative: Where feasible dismantle static shelving in J.D. Williams in consideration of ideal study areas

Action/Initiative: Replace static shelving with compact shelving

Action/Initiative: Increase the purchase of digital rather than physical resources

Action/Initiative: Develop routine appraisal of existing physical resources that will permit the Library to make available additional study space

Action/Initiative: Weeding existing collection to fit into new compact shelving, work with faculty on policies of what to keep/what to discard

Action/Initiative: Create a new high-density storage facility off-site

Action/Initiative: Move the Department of Archives and Special Collections to a separate building

Alignment with Objectives: Maintain and build upon our physical spaces, which in many ways determine the quality of the collegiate experience

Alignment with Planning Principles: Quality & Focus

Goal 2: Increase the presence of art and music programming within the library

Measure of Success: Attendance at events

Action/Initiative: Display art exhibits in public areas by BFA/MFA students, and other campus interests (Student Art Association, Study Abroad, etc.)

Action/Initiative: Monthly "after work" acoustic concert series in the Faulkner Room, or on library steps facing Lyceum.
(Examples: acoustic blues, acoustic faculty musicians, acoustic student musicians)

Alignment with Objectives: Promote broad cultural awareness by weaving academic, civic and global engagement into more aspects of student life

Alignment with Planning Principles: Creativity: Arts and Innovation

Goal 3: Collaborate with the University's Career Center to provide resources for job-seeking students

Measure of Success: Observe and evaluate usage statistics of relevant materials, Google Analytics of topic guide

Action/Initiative: Designate a Library Liaison for the Career Center to determine the needs of their staff and users

Action/Initiative: Liaison will create a topic guide for "Career Resources"

Action/Initiative: Library will commit to match the resources provided by the Career Center to purchase e-books on career finding topics

Alignment with Objectives: Provide opportunities to ensure that all students succeed academically

Alignment with Planning Principles: Quality & Focus
Goal 1: Promote individual research and professional development to position Library faculty and staff effectively in order to better serve the University’s current and future needs

Measure of Success: Library faculty will notably increase their number of publications and will demonstrate their research progress in their faculty activity reports.

Action/Initiative: Promote sabbaticals for tenured Library faculty to focus on their researches and publications

Action/Initiative: Regular brown bags to promote research; faculty share their research with colleague and/or present information on editing, peer review and publishing issues at regularly scheduled gatherings

Action/Initiative: Form collaborative writing groups: already one for nontenured, creating one for the tenured Library faculty;

Action/Initiative: Increase funding for professional travel to receive training, to attend workshops and conferences, and to develop networking opportunities

Action/Initiative: Separate classes from professional development/research hours so that Library faculty can enjoy the benefit of taking classes on work time to further their subject expertise and research interests

Alignment with Objectives: Foster an academic and professional environment for faculty that encourages and respects intellectual growth and exchange, professional collaboration and cooperation, and work/life balance; Ensure an environment that meets the educational and research needs of the faculty

Alignment with Planning Principles: Quality & Focus

Goal 2: Increase retention of faculty

Measure of Success: Decrease the number of faculty turnover

Action/Initiative: Create and maintain a mentor program. Pair each nontenured faculty member with a tenured colleague outside of their immediate department. All current nontenured faculty have a mentor within a specified time frame and new hires by the end of their first month.
Action/Initiative: Develop a training program for mentors with all tenured faculty members receiving training as mentors.

Alignment with Objectives: Recruit, develop, and retain a diverse faculty of the highest quality

Alignment with Planning Principles: Quality & Focus; Diversity & Inclusion; Organizational Stewardship & Sustainability

Goal 3: Increase staffing level and compensation of library faculty to middle of SUG rankings

Measure of Success: Reach middle of the SUG rankings

Action/Initiative: According to 2010 ACRL metric data, average UM library faculty salaries and wages in 2010 was around $55,600 which ranked 22 out of 31 SUG institutions. In additional to inflation adjustment, at least $3,400 to $4,200 increase in faculty compensation will be needed to be comparable to the middle ranking peer institution (i.e. Louisiana State U $59,000, U of Alabama Birmingham $59,800)

Action/Initiative: UM librarians to student ratio in 2011 was 1 to 521 which ranked 20 out of 31 SUG institutions. Adding 5 faculty lines would bring our librarians/students ratio to 1 to 463 ratio to middle of SUG rankings.

Alignment with Objectives: Recruit, develop, and retain a diverse faculty of the highest quality; Provide a system of equitable compensation for all faculty; Ensure an environment that meets the educational and research needs of the faculty

Alignment with Planning Principle: Quality & Focus; Diversity & Inclusion; Organizational Stewardship & Sustainability
Goal 1: Establish a staff development plan that gives each staff member the opportunity to advance professionally and earn increased compensation. There would be no guarantee of advancement; it would be up to each staff member to give evidence in a written statement proving to their supervisor that they deserve to advance. Staff members will gain a sense of professional pride and achievement if allowed to advance within their positions. We believe this will bring about increased enthusiasm and productivity among the staff.

Measure of Success: A structured staff development plan in place in which staff members may initiate a position reevaluation every 2-4(?) years and which will use an evaluation rubric.
Action/Initiative: Develop a staff advancement plan policy and rubric for attaining success.

Action/Initiative: Create promotional levels to the positions already established in the library (Senior Library Assistant would become Senior Library Assistant I, II, and III; Library Specialist would become Library Specialist I, II, and III).

Alignment with Objectives: Attract, develop, and retain an excellent and diverse staff; Foster a culture of excellence that empowers high-performing staff

Alignment with Planning Principles: Quality & Focus; Creativity: Arts & Innovation; Blue Sky

Goal 2: Create and support a staff lounge

Measure of Success: A staff lounge that is a welcoming place to take a break, eat lunch, and/or network with colleagues to include seating for 4 or more persons, a refrigerator with freezer, sink with hot water, microwave, and ADA compliancy

Action/Initiative: Find the space and set it up with complete amenities.

Alignment with Objectives: Attract, develop, and retain an excellent and diverse staff; Promote a healthy, safe, accessible, and sustainable campus

Alignment with Planning Principles: Quality & Focus

Goal 3: Incorporate exercise time (i.e. two hours per week) into work schedule independent of personal time usage or research hours
Measure of Success: Staff utilizing this allowed time for physical activity

Action/Initiative: Gain approval for incorporating exercise time into existing work schedules.

Alignment with Objectives: Promote a healthy, safe, accessible, and sustainable campus; Attract, develop, and retain an excellent and diverse staff

Alignment with Planning Principles: Quality & Focus; Hospitality & Community

Goal 4: Work with Human Resources to reassess library positions and update job descriptions in order to more accurately reflect the technical nature of library work. For example, most library employees currently fall within the EEO4 category (secretarial/clerical) and the current library positions would more accurately fall in the EEO5 category (technical/paraprofessional services) due to the nature of the work performed

Measure of Success: The out-dated job descriptions for library positions are updated and EEO categories changed

Action/Initiative: Compare current library position wage scales to the MDES 2012 Occupational Employment and Wage Estimates (for example: SOC CODE:25-9099 Education, Training, and Library Workers, All Other)

http://www.mdes.ms.gov/Home/docs/LMI/Publications/OES/OES%20by%20Area/Mississippi/state.pdf

Action/Initiative: Adjust position compensations accordingly to make sure the pay ranges are comparable to the labor market information.

Alignment with Objectives: Attract, develop, and retain an excellent and diverse staff; Align staff compensation and benefits with the University’s peer group; Foster a culture of excellence that empowers high-performing staff

Alignment with Planning Principles: Quality & Focus; Beyond borders; Blue Sky

Goal 5: Adjust existing/current employees’ wages accordingly when minimum pay ranges for new hire positions are increased or when minimum wage is increased across campus.

Measure of Success: Positions are continually increased accordingly over time instead of lump sum catch up increases
**Action/Initiative:** Develop a plan to increase existing employee wages by a certain percentage incrementally over a period of time to stay in line with designated new hire compensation ranges and to prevent further/future salary compression.

**Action/Initiative:** Communicate the nature of raises more effectively to achieve more transparency regarding the breakdown of what portions of increases are “adjustment” increases and which are merit increases.

**Action/Initiative:** Incorporate into the annual budget incremental increase percentage for all staff affected by creating a cyclical funding plan.

**Action/Initiative:** Set up a rubric to decide which staff should be evaluated for these adjustments first.

**Alignment with Objectives:** Attract, develop, and retain excellent and diverse staff; Align staff compensation and benefits with the University’s peer group; Foster a culture of excellence that empowers high-performing staff

**Alignment with Planning Principles:** Quality & Focus

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**Goal 6: Provide bonus pay annually for employees and/or bonus leave days**

**Measure of Success:** Employees will receive bonus pay or leave

**Action/Initiative:** Initiate a program to distribute bonus pay based on number of years of service (i.e. less than 1 year $50, 2-5 years $100, 5-10 years $150, greater than 10 years $200) during Winter holiday season.

**Action/Initiative:** During times of financial difficulty, when employee raises are not possible, employees are offered (x) number of leave days as a bonus in gratitude of their service.

**Alignment with Objectives:** Attract, develop, and retain excellent and diverse staff; Align staff compensation and benefits with the University's peer group; Foster a culture of excellence that empowers high-performing staff
Goal 1: Partner with academic departments to create library-based service learning projects

Measure of Success: Library included in course-level service learning projects

Action Item: Facilitate discussion of possible projects within the Library

For example, we might look at the feasibility of running a competition for students to devise a plan to make the building more energy efficient. Our outreach/instruction team would run the contest. Operations manager and team would evaluate submissions and put them into place. We could market it to the engineering faculty as an opportunity for service learning.

Action Item: Subject specialists contact departments to discuss possible projects

Action Item: Coordinate projects across the Library

Alignment with Objectives: Develop partnerships to effectively facilitate transformation; Identify and support target areas of community engagement

Alignment with Planning Principles: Quality & Focus; Organizational Stewardship & Sustainability; Diversity & Inclusion; Hospitality & Community

Goal 2: Establish a Library culture that values and celebrates community engagement by faculty and staff

Measure of Success: Increased participation by and recognition for faculty and staff who participate in community and university service

Action Item: Create a policy that formalizes expectations for community and university service. Outline what types of service qualify for release time and designate quantity of time allowed for that service. Include considerations for staff as well as faculty.

Action Item: Create system for recognition of service done. Faculty list service on their annual reports and receive feedback from their supervisors. Staff should also list community service on their evaluations. High levels of service would be rewarded with recognition, gift certificates and/or merit increases.

Action Item: Develop Library-sponsored outreach projects to the community. Ideas already proposed: volunteering at the public or school library; providing some library services to those in the local jail; participating in more sustainability related activities
Alignment with Objectives: Create an infrastructure that facilitates and encourages community engagement; Establish a culture that celebrates, rewards, recognizes, and values community engagement

Alignment with Planning Principles: Diversity & Inclusion, Organizational Stewardship & Sustainability; Hospitality & Community
Enabling Infrastructure

Core elements of the *Enabling Infrastructure* for UM 2020 include:

- Technology Innovation & Improvement
- Budgeting & Financial Sustainability
- Facilities & Physical Infrastructure
- Marketing & Communications
- Capital Campaign & Development
- Organizational Structure & Staffing

For each item the Library rated the current status of the University’s offerings, and if the current status is unsatisfactory, provided specific details and a plan for how the unit compensates for any deficiencies.

**Technology Innovation & Improvement**

Rating: Very dissatisfied

What specifically is causing your dissatisfaction?

University needs to fund/support an institutional repository and open-access publishing platform to promote research. Other Universities including the other two major universities in the state have this infrastructure in place.

Off-campus ISP outages are problematic for users and staff.

The library has increasing storage needs with digital collections and potentially with electronic resource preservation.

How do you currently compensate for the situation?

We do not have an institutional repository. We cannot compensate for ISP outages. We make do with digital collections.

**Budgeting & Financial Sustainability**

Rating: Very dissatisfied

What specifically is causing your dissatisfaction?

Budgeting for UM collections and staff to support library services is below ASERL peers. In order to increase, enhance or add services, additional resources will need to be allocated. Additionally, there needs to be a mechanism for adding funding for library resources as new programs and degrees are added and as FTE increase.
How do you currently compensate for the situation?

We do not offer all of the potential collections and services that we could or should. We must cut high cost per use items, sometimes to great dissatisfaction among users.

Facilities & Physical Infrastructure
Rating: Very dissatisfied

What specifically is causing your dissatisfaction?

The J.D. Williams Library is in need of a high-density facility for storing and safeguarding physical items, and the Archives & Special Collections does not have the space to meet current donor commitments much less anticipated growth in the future. In accepting collections, the university implicitly makes a promise to donors to preserve and care for these gifts, and it is also responsible to future scholars who will want access to this material. Many of the holdings in Special Collections are unique and irreplaceable, yet a large part of the department is housed in an inadequate environment that will inhibit or prevent long-term preservation of its collections (leaking roofs, high and fluctuating temperature and humidity that causes mold outbreaks, poor security, and poor fire prevention). A new Special Collections building designed to archival standards will not only address space and preservation issues, the relocation of the J.D. Williams Library will free up considerable space for study, library instruction rooms, and other needs.

The University Libraries is rapidly running out of room for both people and paper resources. Judicious use of digital resources, compact shelving and other means helps to free up some space. But the addition of an off site storage unit and / or a building devoted to holding Special Collections and Archives is essential if the library is to serve student needs for space and everyone's need for scholarly resources.

How do you currently compensate for the situation?

When feasible, the purchase of digital archives allows us to free up space currently taken up by back issues of journals.

Marketing & Communications
Rating: Somewhat satisfied

Capital Campaign & Development
Rating: Somewhat dissatisfied

What specifically is causing your dissatisfaction?
A number of goals and actions outlined in the library's strategic plan require significant expenditures. Construction of a new archives/library storage facility will require a major capital campaign initiative. Raising funds for the library from donors is difficult. The library does not have an obvious constituency to which it can appeal, and many potential high-level donors are "reserved" for other schools or departments. If a library building capital campaign is approved, the library will need a full-time development officer whose responsibilities are not divided with other units on campus. The Modern Political Archives has the potential to establish a significant endowment to support its costly collections, but such an imitative requires assistance from the administration to call upon high-profile donors to contribute money and help with fundraising.

**Organizational Structure & Staffing**

Rating: Very dissatisfied

**What specifically is causing your dissatisfaction?**

Library staffing is below the ASERL average. We need to increase staffing to support scholarly communication, preservation, institutional repository initiatives.

Align library personnel to better serve the research mission.

Library staffing needs are often unique. Staff categories imposed by HR are often not adequate to address our needs.