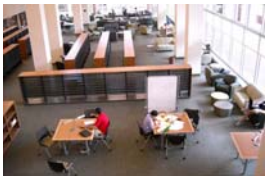# To Collect and To Serve

A Plan for the University Library
2010-2012

University of North Carolina at Chapel Hill

UNC | UNIVERSITY LIBRARY

July 1, 2010

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An Introduction from the University Librarian

It is my great pleasure to share with you *To Collect and To Serve: A Plan for the University Library, 2010-2012.*

It is common in strategic planning to project for periods of five to ten years, much as the Library did with its 2005 plan, *Library Directions: The University of North Carolina at Chapel Hill Library, 2005-2010*.

As we reached the end of that period and began finalizing a plan for the next phase of our development, however, two factors caused us to opt for a shorter time frame.

In February 2010, the Provost announced to the University community a decision to join the University Library and the Health Sciences Library together into a single system. Underlying this arrangement is the vision that a single administrative system can ultimately be stronger than two loosely affiliated libraries. Considerable planning and work will be required to realize that goal.

The University is also developing a new academic plan that will set instructional and research goals and priorities. Such a plan will necessarily influence the work of the Library.

For these reasons, we have designated *To Collect and To Serve* as a transitional plan. We expect that it will guide our work over the short term as we prepare for and respond to these major developments. We also know that it will provide a sound foundation for a new and broader plan before long.

If you have questions or comments about this plan, I invite you to contact me at smichala@email.unc.edu.

Sarah C. Michalak
University Librarian and
Associate Provost for University Libraries

Mission, Vision, Values
Adopted November 18, 2005

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.

Snapshot 2010

As Library staff began to develop a successor plan to *Library Directions: The University of North Carolina at Chapel Hill Library, 2005-2010*, we considered the complex environment in which the Library operates. We have identified a number of factors that have significant day-to-day impact on the Library.

- We benefit from and are grateful for the especially supportive environment for libraries and library collections at Chapel Hill. The main libraries enjoy prominence on the campus and in the minds of the campus community. The University Administration consistently provides support for library collections by providing one-time allocations that have averted the need for large-scale cuts and cancellations. Development of deep and broad research collections continues apace as we acquire some 100,000 printed books each year, along with many thousands of manuscript items, audiovisual materials, and electronic books, journals, and databases.

- Carolina's students and faculty express their regard for, and also high expectations of, campus libraries. Faculty members look to the Library not only for materials and traditional services, but for assistance with copyright issues, course pages, digital preservation, and online publishing. Students successfully lobbied for increased Davis Library hours and summer hours for the Undergraduate Library, flocked to new exam-time study hours in Wilson Library, and kept the renovated Undergraduate Library Design Lab operating at capacity. Library instruction in 2009 increased by 13% from the previous year; the gate count for a typical week increased by 7.5%. The class of 2010 endorsed the Library for senior class giving, recognizing its role in their academic experience.

- The UNC System's UNC Tomorrow plan recognizes the value of libraries by proposing such ambitious initiatives as a statewide UNC-system catalog and a central storage facility. The Triangle Research Libraries Network (TRLN) leverages the resources of the libraries at UNC, North Carolina State University, North Carolina Central University, and Duke University through cooperative and consortial endeavors.

- Changes in baseline technologies continue to spur online library development. Intuitive general search engines now shape the expectations of information-seekers. The rapid adoption of mobile communications requires new delivery techniques for the Library's catalog, online services, and resources.

- Library infrastructure initiatives begun as part of *Library Directions* are solidified. A reorganization of technical operations streamlined workflows to increase access to materials, especially electronic resources. Reorganization in special collections is helping to unify services and practices in support of new services. The Carolina Digital Library and Archives began operations in

2007. A digital repository for permanent storage of faculty research materials launched in 2010. A system of designated subject librarians has been established to improve communication with faculty members and academic units concerning Library collections and services.

- UNC Libraries, along with research libraries nationwide, are facing rapid evolution in publishing and scholarly communications. Although price increases of the last few decades have moderated, the transition in some fields to electronic publishing introduces new costs. Library collections increasingly consist of materials created in digital form, from personal communications, to image files, to statistical data. This transition requires new expertise, new technologies, and new practices.

- The interest in open access, especially in the sciences as driven by a mandate from the National Institutes of Health, presents new opportunities, but also new challenges for assisting faculty researchers to archive data and comply with open access requirements.

- The University Library is in the midst of a wave of retirements of senior administrators. These departures provide long-range opportunities to re-prioritize certain activities but they create an immediate drain on resources and pressure on staff to cover vacancies.

- The condition of library facilities, especially Davis Library and Wilson Library, complicates efforts to improve services. The state requires extensive and costly upgrades to sprinklers, elevators, and safety features before any service areas can be reconfigured or wiring upgraded.

- We expect that effects of the economic recession will be felt through this planning period. Current indications are that the campus and the libraries will experience additional reductions in the state budget for 2010-11. Endowment returns have suffered, and the climate is poor for private giving.

Goals, Outcomes, and Actions

Goal: Build strong research collections and connect users to them through a user-centered service program.

Outcome: Faculty, researchers, and students have access to Library materials when and where they need them and to services that support their work. Collections reflect traditional strengths as well as emerging research needs.

Actions:
- Reduce dependence on one-time funding in the acquisitions budget.
- Evaluate and continue to improve the system of subject specialist liaisons to academic departments and programs.
- Deepen and expand collection coverage and services to mirror the global initiatives developing on campus, with an immediate focus on the Middle East, Asia, South Asia, and Africa, and recruit librarians with relevant subject expertise.
- Increase the visibility and accessibility of the special collections through outreach programs, increased operating hours, greater collaboration with faculty in courses, and digitization.
- Intensify ongoing assessment activities to determine the effectiveness of Library collections, programs, and services.
- Expand the Library's support for scholarly communication:
  - Develop resources to provide assistance on copyright to scholars.
  - Promote new ways of sharing and diffusing library collections and new knowledge through enhanced technologies, including open access publishing, an institutional repository, and digital content management systems.
  - Facilitate innovative faculty research in digital humanities, e-science, and data management through the referral, advising, and publishing and production services of the Carolina Digital Library and Archives,
- Work with our colleagues in libraries in TRLN, across the state, and beyond to provide more comprehensive access to research collections through a shared union catalog, document delivery, mass digitization, consolidated storage space, and other ventures.

Goal: Leverage the Library's information technology expertise and infrastructure to foster innovative academic inquiry and scholarship in the digital realm.

Outcome: The Library is a central partner in campus and statewide activities designed to promote effective and sustainable means of access to digital information.

Actions:
- Expand the activities of the Carolina Digital Library and Archives in developing tools and services that allow scholars to create personal and collaborative research materials and to extend the reach of their scholarship.
- Continue digitization of Library collections to increase access, including mass digitization of historical materials.
- Provide tools that facilitate discovery and use of the rich array of resources available to our users.
- Develop an e-science program that will provide expertise to the Library and to faculty in the management of digital science research and data management.
- Ensure that staff have the technical expertise required to manage new formats in the Library's collections.
- Enhance the University's capacity to collect, describe, and manage the growing universe of data in electronic formats.
- Promote the Carolina Digital Repository to provide for long-term preservation of and access to the University's intellectual property in digital form.
- Refine and implement comprehensive procedures for acquiring and preserving materials in digital formats.
- Strengthen the Library as a statewide center of expertise in the development and production of digital collections.
- Strengthen partnerships with Information Technology Services (ITS), other campus units, TRLN, and other external entities such as RENCI to provide cost-effective solutions to shared technological challenges.

Goal: Revitalize and renovate Library buildings and facilities to make them more responsive to changing user needs and to address safety concerns.

Outcome: Library facilities are more welcoming, safer, cost effective, environmentally sustainable, and adapted to patron requirements. They remain central to and symbolic of the life of the University.

Actions:
- Improve the safety and security of the Library's patrons and collections:
    - Build new emergency exit stairways in Wilson Library to meet safety codes for egress.
    - Procure a new security and monitoring system for the special collections in Wilson Library.
    - Replace the aging and substandard elevators in the libraries.
    - Plan for the installation of sprinkler systems in Davis and Wilson libraries to meet updated safety codes.
    - Seek funding to renovate the antiquated HVAC systems in Wilson and Davis libraries to address chronic environmental problems that endanger the collections.
- Improve Library spaces to address community needs:
    - Refurbish the Davis and Wilson libraries to provide more welcoming and dynamic spaces.
    - Seek funding to implement the design for a Knowledge Commons in Davis Library that is responsive to the ways in which students and faculty use library facilities and materials for research, study, and collaboration.
    - Review and plan for better use of space in Wilson Library's special collections, the 1977 stack addition, and the Center for Faculty Excellence.
    - In consultation with the faculty, examine opportunities for the optimal configuration of branch libraries.
    - Seize opportunities to plan for and promote Library renovations and new construction.
- Address collection storage requirements:
    - Begin planning with Duke University and seek funding for the construction of the third module of the Library Service Center.
    - Work with University Librarians Advisory Committee and University General Administration to plan additional high-density storage that will serve the seventeen-campus UNC system.

Goal: Support a library culture characterized by leadership, diversity, flexibility, and collaboration.

Outcome: The Library anticipates and responds strategically to changes in the academic environment, technology, and user needs.

Actions:
- Seek opportunities for collaboration across organizational units within the Library and on campus, with faculty partners, and with colleagues around the state and nation.
- Encourage qualitative and quantitative data-driven decision-making regarding internal library operations and programs.
- Reallocate available resources to meet the Library's immediate needs and strategic goals.
- Recruit and develop staff to be leaders at all levels of the organization, in the profession, and on campus.
- Empower managers to promote leadership and initiative among staff in their units.
- Promote innovative, thoughtful risk-taking.
- Intensify efforts to diversify the Library's staff.
- Build greater capacity among Library staff to effectively identify grant sources and facilitate the application process.
- As the economy recovers, regain momentum for SPA and EPA salary improvement programs.