

## Appendix A Progress Towards Goals—FY2008

Benchmarks and metrics in support of strategic campus goals are indicated in square brackets [Goal number].

### Goal 1. Enhance undergraduate library programs for access, learning, and success.

- 1.1 Benchmark: Achieve significant progress on the transformation of Hodges Library spaces that expands and enhances The Commons. [1, 2, 6]

Met

*Metrics:*

- a. Secured funding for Phase 2B renovation (Starbucks/Greer Room/Galleria) and Phase 3 expansion to include Media Center and Studio. **Met. Starbucks and Study Lounge funded and work completed, plans for other areas in progress.**
- b. Increased service hours in Media Center, Studio, and Map Library. **Met for Map Library, planning in progress for Media Center and Studio.**
- c. Increased use of group viewing rooms for practice presentation and quiet study. **Met**
- d. Provided media wall space and services to promote the libraries and other university services and events. **Unmet—Study group determined initiative should be postponed due to significant technology and staffing challenges.**

- 1.2 Benchmark: Improve collaborative learning spaces by successfully completing Phase 2A facility improvements and opening a renovated Commons in Rooms 220 and 235 for 2007/2008 academic year. [2, 3, 4] **Met**

*Metric:* New services and spaces completed as planned (individual, group and quiet study spaces). **Met —Commons 235/220 renovations completed; quiet area planning undertaken.**

- 1.3 Benchmark: A group of librarians and staff are devoted to providing library services for undergraduates in partnership with library and campus-wide stakeholders. [1, 2] **In progress**

*Metrics:*

- a. Increased number of librarians and staff vested with responsibilities for undergraduate services, including reference, instruction, innovative technologies, and special programming. **Met—Positions identified as part of library reorganization; searches for positions underway in FY2008.**
- b. Strengthened large-scale instruction programs for freshman English composition, Speech 210, First Year Studies, and the Chancellor's Honors program. **Met —ongoing effort**
- c. Increased student budgets for peer-to-peer student assistance and instruction. **Unmet—funds unavailable.**
- d. Expanded Research Assist walk-in hours. **Met**

- 1.4 Benchmark: Better connect students to library experts by improving public relations and communications tools. [1, 2, 3] **Met**

*Metrics:*

- a. Increased number of interconnections to staff and service points using new communication technologies. **Met**
- b. Expanded use of social communications models (e.g. podcasts, MySpace, multimedia widely used by undergraduate students; increased number of reference and instruction contacts with lower division undergraduate students). **Met**

- 1.5 Benchmark: Strengthen contacts with the Student Success Center, departmental tutoring centers, and other campus units providing programs and services that support undergraduate learning and success. [1, 2] **Met**

*Metrics:*

- a. Increased opportunities for formal and informal interaction between libraries and other campus student support groups. **Met –ongoing effort**
- b. Contributed to campus efforts for improved undergraduate student retention rates. **Met**

- 1.6 Benchmark: Improve and simplify access to information resources selected and purchased by UT Libraries. [1, 2, 3, 4] **In progress**

*Metrics:*

- a. Incorporated user input to evaluate and improve UT Libraries' website, the catalog, search interfaces, etc. **Met**
- b. Evaluated desirable features, options, and budget impact of improving the online catalog. **Met-new system under consideration**
- c. Improved LibQual scores and comments over time. **Not enough time has elapsed to collect additional scores for comparative purposes.**
- d. Secured funding for reissued student and faculty IDs, pending decision to eliminate social security numbers from cards. Libraries is charged to add barcodes to IDs. **Met**
- e. Evaluated Electronic Resources Management Systems (ERMS) software options to improve access to and management of electronic resources. **Met – evaluation completed. Delayed implementation until staff workflows can be adapted.**

**Goal 2. Expand collections, services, and facilities to support research of graduate students and faculty.**

- 2.1 Benchmark: Expand collections with funding for serials cost inflation, increased recurring funding for electronic book and journal archives, and one-time purchase of monographs in collaboration with the Information Alliance [Vanderbilt, University of Kentucky, University of Tennessee]. [1, 3, 4, 6] **Met-funds have been provided by campus administration.**

*Metrics:*

- a. Added funding for electronic and print resources. **Met**
- b. Added funding for digital video and digital images databases. **Unmet – funding unavailable**
- c. Obtained increased funding from ORNL-UT Battelle. **Met**
- d. Secured campus site licenses for EndNote (bibliographic management system) for use by graduate students and faculty and RefWorks for undergraduates. **EndNote funded; Refworks remains unfunded.**
- e. Increased number of preserved titles through reformatting, including digitization. **Met**
- f. Recruited and hired a Foreign Languages and Cultures Librarian. **Unmet-unfunded.**

- 2.2 Benchmark: Enhance access to primary research materials of the Special Collections Library with support from the Digital Library Center. [1, 3, 4, 6] **Met**

*Metrics:*

- a. Increased number of digitized items, finding aids, and processed collections for Special Collections materials. **Met**
- b. Increased number of online subject collections created to serve remote research. **Met**

- c. Increased use of Special Collections materials and instruction by improving outreach to faculty. **Met**
- d. Increased number of graduate students working in the teaching/research environment of the Digital Library Center. **Met**

2.3 Benchmark: Lead campus in developing sustainable and economically viable models of scholarly communications that provide barrier-free access to quality information. [1, 3, 4] **Met**

*Metrics:*

- a. Recruited and hired a Scholarly Communications Librarian. **Reallocation of faculty position in progress.**
  - b. Developed strategic long-term plan to engage and educate the campus about trends and issues in scholarly communication and publishing; offered programs and completed projects. **Met**
  - c. Expanded Newfound Press and Scholars Archive content; developed a collection policy for Scholars Archive. **Met**
  - d. Demonstrated campus leadership for copyright information by keeping the libraries' copyright Web pages current, consulting to faculty, and providing copyright workshops. **Met**
  - e. Sponsored E-Forum lectures related to scholarly communications. **Met**
- 2.4 Benchmark: Improve libraries' facilities. [1, 2, 3, 4] **Met**

*Metrics:*

- a. Moved Map Library to Hodges Library building by January 2008 and funding secured for renovated entrance. **Met**
  - b. Planned Music Library relocation (projected for January 2009) to temporary location in Hoskins Library. **Met**
  - c. Increased number of quiet study and research areas. **Study group recommendations underway.**
  - d. Improved maintenance of Hodges and Hoskins to include completed repairs and fixed leaks; cleaned carpet and tiled floors as needed; washed windows annually; painted public spaces annually; painted staff spaces every three years. **Partially met. Long-range improvements yet to be measured.**
- 2.5 Benchmark: Develop adequate and accessible long-term storage space for collections to preserve maximum public spaces in campus library buildings. [1, 2, 3, 4] **Unmet- unfunded.**

*Metrics:*

- a. Developed a university plan for remote storage space of 15,000 square feet to house 500,000 volumes in compact shelving. **Unmet**
- b. Secured funding for compact shelving in Hoskins Library in preparation for relocation of Music Library. **Unmet**

2.6 Benchmark: Reclaim spaces in Hoskins Library and renovate for library services. [3, 4] **Unmet**

*Metrics:*

- a. If NEH stabilization grant is funded, improved environmental conditions in the Special Collections stacks and reading room achieved by June 30, 2008. **Unmet—grant not funded.**
- b. Secured donor funding to renovate reading room and delivery hall, potentially as first part of a Humanities Research Center, and for other Hoskins renovations. **Unmet**

2.7 Benchmark: Strive to raise \$3.3 million in development funds. [7] –Underway

*Metrics:*

- a. Increased donor visits and solicitations by 10%. Underway
- b. Completed recruitment of leadership for family campaign and public campaign. Met
- c. Increased prospects portfolio from 117 to 150. Underway.

**Goal 3. Recruit and retain excellent and diverse faculty and staff, securing operating funds to enable filling vacant positions.**

3.1 Benchmark: Increase number of faculty positions to levels equivalent with peer institutions [1, 3, 4] Unmet – unfunded.

*Metric:* Increased recurring operating funds so faculty positions can be filled. Unmet – unfunded.

3.2 Benchmark: Fill staff positions to extend service hours in Hodges Library. [1, 3] In progress— plans underway for staff reallocations

*Metric:* Positions filled: 3rd shift in Media Center/The Studio; 2nd shift in Map Library; additional permanent staff for The Commons, 1st and 2nd shifts. In Progress-- plans underway for staff reallocation.

3.3 Benchmark: Provide competitive salaries for faculty, staff, and student library assistants. [1, 3, 4] Partially met.

*Metrics:*

- a. Achieved national average for faculty salaries. Equity increases for 4 meritorious female library faculty permitted progress toward SUG peers and allowed us to move base minimum to \$42,000
- b. Brought staff to midpoint of job family salary schedule. 34 meritorious exempt and non-exempt staff received base salary increase of 14.25%.
- c. Increased student hourly wage to \$7.20 per hour. Unmet

3.4 Benchmark: Increase the numbers of diverse faculty and staff. [6] Unmet- due to resignations.

*Metrics:*

- a. Funding of \$45,000 provided to continue Diversity Librarian Residency program. Met – Hired 2 Diversity Residents
- b. Achieved increased funding for faculty development. Unmet – funding unavailable.

3.5 Benchmark: Provide a work environment in which shared governance is encouraged. [8] Met

*Metric:* Library faculty and staff participate in unit, team, and library-wide planning and policy decisions. Met

3.6 Benchmark: Continue transformation of organizational structure to support succession planning and expanded collections and services. [1, 2, 3, 6, 8] Met

*Metrics:*

- a. Administrative structure in place. Met
- b. Identified and funded mentoring and training programs to encourage advancement within the libraries. Met – new leadership development program underway

**Goal 4. Expand outreach activities to the campus and beyond.**

- 4.1 Benchmark: Collaborate with campus units as well as community organizations to develop programs or other activities that support the Ready for the World initiative. [6] **Met**

*Metrics:*

- a. Identified and purchased resources to support international / intercultural curriculum and research. **Met**
- b. Secured funding for librarians working on international projects. **Met – Hosted University Librarian from Uganda but did not send UT librarians there**
- c. Funded and implemented libraries diversity plan. **Met**
- d. Offered lectures, films, and other programs by collaborating with campus and non-campus entities. **Met**

- 4.2 Benchmark: Complete second year of the state-wide federal grant to digitize Tennessee cultural heritage materials. [1, 3, 4, 5, 6] **Met**

*Metric:* Provided access to 5,000 items selected and digitized from across the state. **Met**

- 4.3 Benchmark: Continue collaborative projects with Tennessee Electronic Library, Great Smoky Mountains Regional Project, Center for Children's and Young Adult Literature, Writers in the Library, Science Links, and Information Alliance. [1, 3, 4, 5, 6] **Met**

*Metrics:*

- a. State budget provided additional funding for TEL electronic collections. **Met**
- b. Sponsored presentations, lectures, and collaborative programs with partners. **Met**
- c. Secured and funded position for Community Services and Center for Children's and Young Adult Literature Librarian to support the university's interdisciplinary outreach goals by connecting to K-12 constituents and supporting the libraries' academic outreach efforts. A joint initiative of the University Libraries, College of Education, Health, and Human Sciences, and College of Communication and Information (School of Information Sciences). **Unmet-unfunded.**

## **Appendix B**

### **Library Strategic Priorities<sup>1</sup>**

**2008 – 2011**

#### Implement Next Generation Robust Virtual Library Infrastructure

- Develop enhanced and integrated web presence with efficient searching capability and interactive qualities
- Implement robust and sustainable digital library platform including capacity for self archiving
- Create tools to support users in discovery, delivery of scholarly resources
- Advance and scale services through new technologies

#### Transform Services and Spaces

- Complete the Commons
- Implement research intensive space configuration
- Provide customized services appropriate for undergraduates, graduate students, and faculty
- Continue transformation Hodges (stack areas) to meet user needs
- Confirm future of Hoskins Library
- Develop plan to meet storage needs of physical and digital collections
- Expand partnerships

#### Strengthen Collections & Access

- Focus local digitizing efforts on unique collections and institutionally based collections
- Build collections in digital form whenever possible including multimedia, visual materials
- Increase “traditional” collections in areas where digital is not available to meet user needs
- Leverage mass digitization and other institutions’ digital initiatives for our users as well as other collaborations

#### Focus on Leadership Development

- Support development of new leadership for UT Libraries
- Support development of all faculty towards promotion
- Refocus staff development on strategic priorities

---

<sup>1</sup> First phase of an ongoing strategic planning process