



UNT LIBRARIES STRATEGIC PLAN 2015-2018

A PLAN TO CONTINUE ADVANCING THE RESEARCH VALUE
OF THE UNIVERSITY OF NORTH TEXAS LIBRARIES

Developed by UNT Libraries Dean's Council:

- Martin Halbert (Dean of Libraries)
- Cathy Hartman (Associate Dean of Libraries)
- Dreanna Belden (Assistant Dean for External Relations)
- Sian Brannon (Assistant Dean for Collection Management)
- Scott Jackson (Director of Facilities and Systems)
- Sue Parks (Assistant Dean for Special Libraries)
- Susan Paz (Assistant Dean for Finance and Administration)
- Mark Phillips (Assistant Dean for Digital Libraries)
- Suzanne Sears (Assistant Dean for Public Services)

With additional planning contributions from:

Daniel Alemneh, Douglas Burns, Gayla Byerly, Doug Campbell, Ron Chrisman, Coby Condrey, Laurel Crawford, Lisa Cuevas, Chris Cunningham, Todd Enoch, Maristella Feustle, Myrshem George, Jeff Guintivano, Perri Hamilton, Jesse Hamner, Greg Hardin, Karen Harker, Kevin Hawkins, Mark Henley, Will Hicks, Judy Hunter, Bryan Hurt, Dianne Jansing, Pam Johnston, Julie Judkins, Andrew Justice, Ana Krahmer, Robert Lay, John Luetkemeyer, Julie Leuzinger, Laura McKinnon, Mark McKnight, Erin Miller, Nicole Morgan, Mandy Rausch, Diane Robson, Jen Rowe, Cathy Sassen, Josh Silvey, Robbie Sittel, Susan Smith, Jason Thomale, Laura Treat, Mary Ann Venner, Laura Waugh.

2015

Publication Notes:

Title: UNT Libraries Strategic Plan 2015-2018: A Plan to Continue Advancing the Research Value of the University of North Texas Libraries

Authors: This plan was authored in 2015 by Dr. Martin Halbert and members of the UNT Libraries Dean's Council (the senior management group of the UNT Libraries) consisting of Cathy Hartman, Dreanna Belden, Dr. Sian Brannon, Scott Jackson, Sue Parks, Susan Paz, Mark Phillips, Suzanne Sears.

Publisher: The University of North Texas Libraries, 1155 Union Circle #305190, Denton, TX, 76203.

Copyright: 2015

This publication is covered by the following Creative Commons License:

Attribution-NonCommercial 4.0

You are free to copy, distribute, and display this work under the following conditions:

	Attribution — You must give appropriate credit, provide a link to the license, and indicate if changes were made. You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use. Specifically, you must state that the work was originally published as the <i>UNT Libraries Strategic Plan 2015-2018</i> , and you must attribute the copyright holder as the <i>University of North Texas Libraries</i> .
	Noncommercial — You may not use this work for commercial purposes.

Any of these conditions can be waived if you get permission from the copyright holder. Your fair use and other rights are in no way affected by the above.

The above is a human-readable summary of the full license, which is available at the following URL:

<http://creativecommons.org/licenses/by-nc/4.0/>

TABLE OF CONTENTS

Introduction	1
Environmental Scan	1
Vision, Mission, Tagline, and Values.....	2
Vision Statement.....	2
Mission Statement.....	2
Tagline.....	2
Values.....	2
Strategic Goals 2015-2018	3
Strategic Goal A. Improving Library Resources.....	3
Strategic Goal B. Transform Access to Research Information	6
Strategic Goal C. Student Information Fluency.....	8
Strategic Goal D. Ongoing Facilities Improvements	10
Strategic Goal E. Library Staff Development.....	12
Next Steps	15

INTRODUCTION

This document summarizes key strategic priorities for the UNT Libraries in the 2015 - 2018 period, and will inform planning activities during this time. This document should be read in context with other associated strategic planning documents of the UNT Libraries, including the following:

- 2014 Strategic Plan Alignment Map of UNT Libraries and Academic Affairs
- UNT Libraries Strategic Plan 2011-2015
- UNT Press Strategic Plan 2014-2019

This document lays out the primary directions that the UNT Libraries will undertake during four years. It builds on previous work and accomplishments, and serves as a transition guide for moving beyond the 2011-2015 strategic plan.

ENVIRONMENTAL SCAN

An attenuated environmental scan was undertaken during the summer of 2015 to update the environmental scan performed for the 2011-2015 strategic plan, and to gain perspectives on the current situation of the UNT Libraries and higher education as a whole in preparation for the new strategic planning process. This environmental scan highlighted and clarified several issues:

- **Resources:** The need for library resources in the broadest sense (especially operational funding for staff and collections, as well as endowments and grants for targeted needs) continues to be a critically important need for most academic libraries today, and UNT is no exception. Also, the relative status of the UNT Libraries funding situation has not changed significantly since 2010; there is still a significant degree of undercapitalization of the UNT Libraries in comparison with our aspirational peers. However, the interjection of HEAF funds that began in 2015 will affect this situation in the future, as it represents new funding sources for the library in absolute and relative terms.
- **Philosophical Shift in Collection Development:** Continued study concerning the current and likely future conditions of collection development at UNT in the 21st Century brought about a philosophical shift in the thinking of the faculty librarians of the UNT Collection Management Division. Articulated in a white paper entitled *Redefining Collection Development at University of North Texas Libraries*¹, this new philosophy focuses on a “just in time” orientation to collection development, rather than the more traditional “just in case” approach. The authors “envision a new and innovative approach to collection development—one where we see the collection as a service rather than an assemblage of items. General collections are not an end unto themselves: they are a means to an end, which is an excellent user experience.” (p. 3) The philosophical break with the past represented by this white paper is an important step toward a more sustainable strategy for collection development that will be more responsive to changing circumstances and the needs of the UNT community.
- **Scholarly Transformation:** A comprehensive analysis of the potential opportunities for scholarly transformation was completed in this period. This analysis substantively led to strategic target B1 to establish a Scholarly Communication Transformation (SCT) initiative, and its findings are recapitulated below in that target statement.

While the environmental scanning and analysis activities undertaken in 2015 sometimes led to challenging conclusions, there were also many encouraging findings that emerged. The most general conclusion is that we continue to live in times of rapid change and evolution in academia and libraries. The next few years will be a period of continued transformation.

¹ Crawford, Laurel; Avery, Elizabeth Fuseler; Harker, Karen; Enoch, Todd & Condrey, Coby. *White Paper: Redefining Collection Development at University of North Texas Libraries*. UNT Digital Library. <http://digital.library.unt.edu/ark:/67531/metadc335286/>. Accessed December 23, 2015.

VISION, MISSION, TAGLINE, AND VALUES

To steer the UNT Libraries, several key guiding statements of the institution were developed and announced in the previous strategic plan. These statements have been updated for this strategic plan, and are listed below. An additional element regarding preservation and access to collections was added to the vision. The mission statement was slightly enhanced to better characterize the scope and range of the communities served by the libraries. The tagline was completely overhauled, reflecting changes to the overall branding of the university. The values shared and embraced by the library staff remain the same, and continue to inform the culture and decisions of the UNT Libraries.

VISION STATEMENT

The UNT Libraries will advance top tier research and scholarship through innovation and collaboration, and the preservation of accessible research collections.

MISSION STATEMENT

Providing leadership in innovation and learning, the UNT Libraries are an essential force in teaching and research on campus, the extended UNT community, and beyond. The Libraries provide expertise in all areas of scholarship and work to meet the ever-changing needs of a vibrant, diverse, student-centered research university.

TAGLINE

Live, Lead, Learn.

VALUES

PROFESSIONALISM: *This value encompasses Integrity, Teamwork, Dependability, Trustworthiness, Commitment, Cooperation, Trust, and Honesty.*

SERVICE: *This value encompasses Accessibility, Approachability, Helpfulness, Respect, Compassion, Appreciation, and Kindness.*

EFFECTIVENESS: *This value encompasses Accuracy, Making a Difference, Excellence, Accomplishment, Organization, Resourcefulness, and Usefulness.*

CREATIVITY: *This value encompasses Knowledge, Flexibility, Intelligence, Learning, Imagination, Vision, and Enthusiasm.*

STRATEGIC GOALS 2015-2018

The four years of 2015–2018 will be a period of dynamic change for the University of North Texas, and a period in which the UNT Libraries must undertake transformative efforts in providing information services and resources to the campus. The national proliferation of new information resources, tools, and programs means that there is an enormous range of possibilities which could benefit the UNT community; however, we are in a period in which funding for new library resources may be constrained by flat enrollments and other demands. The challenge for UNT to engage with is the prioritization of opportunities and needs in this period. The following represent the most important priorities for the UNT Libraries.

STRATEGIC GOAL A. IMPROVING LIBRARY RESOURCES

The highest single priority for the UNT Libraries is improving resources. “Resources” should be understood in the broadest sense, as meaning funds, materials, and other kinds of assets. Improving library resources addresses the needs of both faculty and students alike. The following are a summary of the key aims in this priority area.

TARGETS A1-A3:

A1. *Increase the revenue streams that support the UNT Libraries in order to address the needs of the campus:*

Based on the extensive analyses performed for the president², the UNT Libraries are funded at roughly half the level desired by the campus. *The most important priority for the UNT Libraries is to aim to increase library revenue streams to the level of our aspirational peers.* We have begun to take steps to diversify these revenue streams through two mechanisms: 1) new HEAF (Higher Education Assistance Fund) funds for the purchase of materials are now being received to offset the cost of library benefits which was assumed by the library in FY2014, and to cover increased costs of journals, and 2) some colleges (notably the College of Business) have begun to supplement the library budget with funds for the purchase of lesser used research materials. However, both of these two supplemental strategies have so far not increased the library budget in absolute terms, but rather have only served to hold the library budget expenditures level with respect to some materials purchasing categories. The fact that monopolistic publisher prices escalate at super-inflationary rates means that library purchasing power declines at a rate of roughly 8% per year, leading to the need for ongoing cancellations in other areas of collection development. This continued hemorrhaging of materials each year is having significant impacts on the research abilities of UNT scholars. We must now move to increase the library budget in absolute terms if we are to reverse this trend while there is still time. If we do not make headway on this issue, we will soon reach a state in which UNT researchers are incapable of conducting research effectively. The previously mentioned 2013 analysis prepared for the president articulates six different strategies for bolstering the library budget with existing revenue streams. Whatever is required to implement a strategy for bringing the library budget up to the standards desired by the campus must be done in this coming period (2015-2018).

A1 Objectives:

A1.1. Increase per capita library expenditures on students to over \$400/student by the end of 2018. This will be done in order to support research and classroom studies, as many or most other aspirational peer research libraries are well above this expenditure rate.

A1.2. Increase HEAF receipts over the four years of the plan. According to state law, one of the primary purposes for which HEAF funds may be expended is the purchase of library materials. Such supplements to the library materials budget will increase our purchasing power and also potentially free up library funds for others purposes.

A1.3. Increase the library use fee from its current \$16.50/SCH level. The use fee has not changed in more than a decade and should be updated to reflect current budgetary needs.

² Halbert, Martin; Hartman, Cathy Nelson & Paz, Susan. *UNT Libraries Budget Increase Analysis 2013: A proposal to increase the budget of the University of North Texas Libraries to meet the needs of the campus.* UNT Digital Library. <http://digital.library.unt.edu/ark:/67531/metadc333028/>. Accessed December 23, 2015.

A1.4. Advocate for the library to receive some Indirect Cost (IDC) funds. UNT receives millions of dollars in IDC funding as part of federal grants, and these funds are accumulated by the Office of Research. Some IDC funds (even if the amount is modest) should go to support of library collections and services. One of the justifications for the IDC rates UNT has negotiated with federal agencies is support for the library, yet no IDC funds have ever been allocated to the library in support of research efforts.

A1.5. Develop consistent messaging and follow best practices in library expenditures. Ensure that the library continues to follow cost-effective practices in all areas, and develop a consistent message about how we budget for and expend additional needed funds. Clientele of the library need to understand the reasons for additional library expenditures and the purposes to which such additional funds will be spent.

A1.7. Continue to communicate the Libraries' budgetary needs to upper UNT Administration regularly and consistently. Understanding the budgetary needs of the library and the rationale for these needs is essential if the university administration is to be able to respond.

Note: The objectives for this target focus on funding internal to UNT. External funding sources such as grants and gifts are addressed in other targets.

A2. *Acquire major research collections:* While budget constraints are real and pressing, we cannot simply cease to acquire research collections, especially in the case of acquisitions that are time constrained opportunities. Premier collections support both student learning as well as the research needs of scholars. "Collections" here again should be understood in a broad sense, as meaning both analog and digital formats, and acquisition through donations, grant-funded digitization efforts, and commercial purchases. Acquiring and providing access to research collections is arguably the core function of a research library, and is one of the primary features that make a university a destination for researchers. Unique primary research materials and premier purchased collections are the hallmark of top tier research universities, and if UNT is to succeed in becoming a top tier institution we must successfully acquire and make accessible such collections. The biggest priorities in the four year period under consideration are to build up the research collections acquired and managed by three divisions of the library: Digital Libraries, Special Libraries, and Collection Management. The Digital Libraries Division is very successful in raising funds through grants, and in fact is ranked ninth in North America currently. One high level goal for this division in 2015-2018 is to achieve an NEH (National Endowment for the Humanities) challenge grant to create a significant endowment for its ongoing support. Building on the longstanding strength of the UNT Music Library, the Special Libraries Division has been cultivated in the last five years with the result that it now regularly brings in major archival collections (ex. Resource Center Dallas, Bankston, Clark collections) through donations and occasional major purchases. Major acquisitions currently in progress include the archives of NBC 5 and the Black Academy of Arts and Letters. All of the archival acquisitions are brought in with a mind to fundraising to support the ongoing curation of the collections, and this capacity is slowly growing. Finally, the Collection Management Division is responsible for selection and processing of commercially purchased items (ex. subscriptions and monographs). Traditional purchased materials are simultaneously the most easily recognized elements of the library collections, and also the most at-risk due to the monopolistic super-inflationary cost escalations mentioned elsewhere in this document. Until such time as the library budget model changes, we cannot afford to keep our general collections in this area and are instead adopting a model of annual decision-making based on available funds. The issue of traditional materials purchases is mentioned in several other parts of this document and will be a significant one to grapple with during the 2015-2018 period.

A2 Objectives:

A2.1. Improve access and discoverability of all collections by developing best practices and improving descriptive standards for finding aids and research guides, and enhancing description for existing collections. Ensuring quality control and consistency in the development of these tools will result in improved access.

A2.2. Develop and implement an assessment program to measure the impact of unique collections used in teaching and research. We will demonstrate the value of unique collections to university administrators.

A2.3. Promote unique collections to enhance and expand outreach activities. Working with External Relations, develop a targeted marketing campaign to demonstrate the value of unique collections. Work with Public

Services to promote usage of primary sources in reference and instruction. More outreach is needed to promote collections both internally and externally.

A2.4. Increase the physical and digital infrastructure related to collections to support the need for additional space, growth of collections, and tools, equipment, and software required to manage these collections. Additional storage and processing space is needed and more sophisticated tools, equipment, and software is required to process, digitize, and store materials.

A2.5. Expand gaming collections and services to move beyond content usage to content creation. There is demand for services teaching the critical thinking skills required in gaming in a collaborative, creative environment.

A2.6. Offer opportunities for scholarly research by planning, organizing and hosting scholarly conferences or symposia that focus on topics related to our unique collections and expanding existing fellowship programs. Conferences and fellowships will highlight and publicize our collections to the larger scholarly community.

A2.7. Invest in tools to assist in the management of unique collections, to track usage, to assist in managing research needs and requests, and to assess value. Additional tools are needed to better manage existing collections and materials.

A2.8. Acquire digital research collections through collaboration with external partners or digital consortia to create partnerships to maximize the growth of digital collections. Digital collections will grow through partnerships with cultural memory organizations, and consortia providing access to materials.

A2.9. Acquire unique research collections as opportunities are identified and relationships are developed. Continuing to acquire unique research collections will contribute to supporting student learning and addressing the research needs of scholars.

A2.10. Obtain external funding to support unique collections. Funding sources will include grants, foundations, and private donors. Unique collections require ongoing curation, and external funding will support these efforts.

A3. Fundraising: In the past five years, the UNT Libraries have raised \$2.4M in donations, including \$800K in cash and \$1.6M in gifts in kind. The UNT Libraries have built a relationship with Advancement and is now co-funding a new development officer position. We must now begin to capitalize on the new fundraising capacities that we have developed. We believe this is possible, especially by making use of the relationships and community engagement efforts that have been enabled by our recent major archival acquisitions, all of which have enhanced the level of connection and engagement with new groups of prospective financial donors.

A3 Objectives:

A3.1. Create a Library Advocacy Board. By the end of calendar 2016, the UNT Libraries will create an effective group of advocates for library fundraising. This Library Advocacy Board will be comprised of five or more members who each commit to raising a minimum of \$1000 for the library in unrestricted cash gifts during each year of their tenure on the board.

A3.2. Increase annual giving. In both 2016 and 2017 annual giving to the UNT Libraries will increase from the previous year.

A3.3. Develop a prospects list. By the end of 2017, the UNT Libraries will garner a prospects list similar in scope to other units on campus, with at least 50 prospects.

A3.4. Host fundraising events. In both 2016 and 2017, the UNT Libraries will organize at least one fundraising event, each of which will enable the creation of at least one new endowment or add to an existing endowment in the amount of at least \$25K. In 2016, this event will be focused on the Music Library and its 75th anniversary.

A3.5. Pursue planned gifts. In both 2016 and 2017, at least one planned gift to the library of \$25K or more will be confirmed.

STRATEGIC GOAL B. TRANSFORM ACCESS TO RESEARCH INFORMATION

The next four years will be a critical period of change in the landscape of research for both higher education and libraries, in terms of access to research publications. The field has seen decades of proliferation in new disciplines with a concomitant growth in scientific/scholarly publications and the search technologies associated with discovery of information in this burgeoning landscape. At the same time, many of these publications have been monopolized by overseas commercial interests which have thereby been able to charge super-inflationary price increases in double digits for decades. Virtually all universities are now unable to afford to acquire access to the range of commercial research publications represented by their faculty interests. Alternative Open Access models of publication have likewise been proposed for decades which would be directly managed by universities, and thereby constrained in price. We must now undertake the transition from commercial monopolies to higher education management of research publications. The UNT Libraries are uniquely suited to leading transformative change on the campus in this regard, as there is an understanding of both the opportunities and the costs of this transition within the library. Central to this transformative change initiative the UNT Libraries will undertake an educational campaign to meet with the different colleges of the university to foster an understanding of this paradigm shift in scholarly communication and to advance beneficial transitions on the campus and in the field.

TARGETS B1-B3:

B1. *Establish a Scholarly Communication Transformation (SCT) initiative:* We must establish a new proactive initiative if UNT is to play a constructive role in mobilizing change in the scholarly communication cycle. This initiative will build on the success of the campus Open Access (OA) initiative in 2010-2011, which established the first public university OA policy in Texas at UNT, the five years of successful annual UNT Open Access Symposia, UNT digital scholarship efforts, and the scholarly communication efforts undertaken to date to better inform the UNT community on copyright issues. The SCT initiative will not be limited to any of these topics, but will also broadly engage the campus with the systemic issues in the economics of scholarly communication that have been widely understood as a crisis and highlighted over the years by groups such as SPARC (<http://www.sparc.arl.org>), authors such as Dr. Paul Courant and Dr. Ted Bergstrom³, and many other groups. Concretely, the aim of this SCT initiative will be to: a) broaden the awareness of UNT faculty of the current issues in the crisis in scholarly communication, b) directly engage with the associated issues of P&T and publishing quality, c) discuss opportunities and relevant metrics of digital scholarship, d) mobilize UNT faculty to become involved in change efforts, and e) expand on already existing copyright services in the University Libraries to educate faculty, students, library staff, and other members of the UNT Community on copyright issues such as copyright law, the TEACH Act, Fair Use, the SPARC Addendum, and copyright compliance. As academic institutions manage the ongoing shortfalls of funds in their libraries, it will be important to do everything possible to facilitate the transition from commercial monopolies to openly accessible research publications or other strategies for undertaking high quality scholarly communication through sustainable means. The Libraries need to start a conversation about these issues and how they impact promotion and tenure policies and practices, in the hopes of mobilizing a university-wide movement that leads to greater acceptance of newer forms of scholarship by our faculty. This, in turn, may allow us to make headway on the issues that have fundamentally changed the current landscape of scholarly communication.

B1 Objectives:

B1.1. Create an SCT Workgroup by December 2015. This will help coordinate action across divisions of the Libraries and to oversee and even carry out efforts to increase awareness of SCT among UNT researchers, including by collaborating with the provost's Open Access Advisory Board.

B1.2. Increase awareness among UNT researchers of the transformation of scholarly communication, such as through workshops and articles in InHouse.

³ For a recent article that has highlighted the economic problems in monopolistic publishers, see: Courant, Paul; Bergstrom, Theodore et al. "Evaluating Big Deal Journal Bundles." Proceedings of the National Academy of Sciences of the United States of America. July 1, 2014, vol. 111 no. 26. <http://www.pnas.org/content/111/26/9425>

B1.3. Urge the provost to appoint the Open Access Advisory Board mandated by UNT's OA policy (policy 17.5). Support of this group will help increase awareness among UNT researchers of the transformation of scholarly communication and to affect change in promotion and tenure policies at UNT.

B1.4. Bring greater attention to the Libraries' expertise and resources for helping UNT researchers navigate the changing environment for communicating their research. This includes: a) UNT Scholarly Works, b) guidance on copyright, and c) alternative metrics for scholarly communication appropriate for a researcher's discipline.

B1.5. Scope and launch new services, in conjunction with other UNT units when applicable, to assist UNT researchers in adapting to SCT innovations. Examples include: a) complying with funder OA mandates and b) taking advantage of OA publishing venues.

B1.6. Promote the effective management and integration of researcher identity data. The UNT Libraries will collaborate with other UNT units and offer services to UNT researchers such as ORCID.

B2. *Continue improving discovery and access to research information:* On a more pragmatic level, we will continue to innovate and incrementally improve searchability, discovery, and access to the entire range of research collections held by the UNT Libraries, both licensed and digitized, in both analog and digital formats. The UNT Digital Libraries Division analyzed this issue extensively⁴ and implemented a variety of systems to this end, notably Summon. Continuing to improve online catalog and search capabilities will be an ongoing goal for this four year period.

B2 Objectives:

B2.1. Create a discovery system assessment plan to assess changes made to our resource discovery environment over the past few years so we can ascertain how well current systems meet users' research needs, which will help us understand how we should further develop these systems and interfaces.

B2.2. Institute a discovery system product review. Web Scale Discovery systems are evolving rapidly, and the original decision to implement Summon was based on circumstances that may no longer exist. When our current 3-year contract with Summon expires, we will reevaluate our options for Web Scale Discovery Systems and decide whether to renew the Libraries' contract for Summon and move to Summon 2.0 or to migrate to a different system, such as (but not limited to) WorldCat Discovery or EBSCO Discovery Service.

B2.3. Investigate a faceted catalog implementation. We will develop or adopt a faceted catalog interface (such as VuFind or Blacklight) as UNT Libraries' primary public catalog interface.

B2.4. Begin programmatic data quality enhancement. Taking advantage of recent improvements we've made to our technological infrastructure, we will begin developing automated or semi-automated workflows to help enhance the quality of library catalog data and, thus, better support resource searchability, discovery, and access.

B3. *Aggressively negotiate with publishing monopolies:* The UNT Libraries, like all research libraries today, must begin to reverse the trend of super-inflationary price increases imposed on academia by publishing monopolies such as Elsevier. The National Academies of Sciences article by Courant and Bergstrom cited previously makes this clear, and lays out more aggressive negotiating strategies for libraries to engage with this problem. As contracts with major monopolistic publishers are renegotiated in coming years, the UNT Libraries must begin to deploy these and other appropriate strategies for reducing the costs expended on purchased scientific literature to manageable levels. This may entail losing access to some unsustainably priced subscriptions. The reasons for this selective loss of access will be made clear to UNT scholars in advance through the SCT Initiative described above. Ideally, if publishing monopolies are willing to negotiate in good faith with us, we will not lose access to as much of the scientific literature as might otherwise be the case.

⁴ Phillips, Mark Edward; Weng, Neena; Thomale, Jason & Hicks, William. *Resource Discovery Systems at the UNT Libraries*. UNT Digital Library. <http://digital.library.unt.edu/ark:/67531/metadc77122/>

B3 Objectives:

B3.1. Begin negotiation training for staff. Employees directly involved with vendors and publishers will participate in formal negotiation training either through a formal online course or conducted by an outside consultant, Human Resources, or faculty from the College of Business. This negotiation training will build up our skills related to body language, framing arguments, expressing needs, and counteroffers. During FY2016, a suitable course/trainer should be identified and contacted.

B3.2. Draft a “University of North Texas Vendor Manifesto” to communicate the library’s standards and desires to content vendors. This will include a list of preferred elements and criteria about platforms, services, contract terms, accessibility issues, and more.

B3.3. Implement the pre-purchase evaluation plan for all new electronic resources developed in FY2015. This evaluation will include consideration of contracts language, usability, cost, technical manageability, and other aspects as covered in the evaluation rubric created by Collection Development.

B3.4. Communicate with UNT Scholars. Every feasible effort should be made to be transparent and timely in communication and solicitation of feedback about collection development decisions with UNT scholars. The Collection Development department will create and make available timelines related to collection assessment and budgetary decision-making, as well as notify librarians and faculty through tools such as the “Endangered Species List” and at liaisons meetings of potential loss of resources.

B3.5. Review existing contracts. The Collection Development Department will review all current contracts completed before 2010 for problematic terms and compile a list of those contracts suitable for renegotiation.

B3.6. Market the library’s Interlibrary Loan (ILL) services to faculty with data regarding turn-around times to assuage faculty concerns. Interlibrary loan alleviates the impact of journal cancellations, and is a necessary consideration of negotiations with vendors.

STRATEGIC GOAL C. STUDENT INFORMATION FLUENCY

Needed improvements in the critical thinking skills of UNT students have been noted in recent National Survey of Student Engagement (NSSE) studies of UNT students⁵, especially in areas related to information literacy. The library has long played an important role in addressing information literacy on the campus. In collaboration with faculty from virtually all disciplines, the UNT Libraries conducts hundreds of bibliographic instruction and information literacy sessions each year. In support of UNT’s avowed goal of provided the best quality education for students in Texas, the UNT Libraries will seek to foster not simply information *literacy*, but information *fluency* in UNT students.

TARGETS C1-C3:

C1. *Launch the Information Fluency Initiative:* A comprehensive initiative will be established as a way of focusing and orchestrating many distinct library activities that are directed to the ultimate aim of improving the capacity of UNT students for critical thinking and the ability to use information effectively. A key aim of this initiative will be to strengthen core library services to enhance high-impact practices such as the following: First-Year Seminars and Experiences, Common Intellectual Experiences, Learning Communities, Writing-Intensive Courses, Collaborative Assignments and Projects, Undergraduate Research, Diversity/Global Learning, Service Learning, Community-Based Learning, Internships, Capstone Courses and Projects (Source: High-Impact Educational Practices, AAC&U, 2008. www.aacu.org/leap/hips). Building upon our core services, the UNT Libraries will collaborate with campus student services to promote a student-centered library and increase creative learning opportunities outside the classroom. The UNT Libraries will also work with faculty to create innovative services, which enhance student learning and integrate the Libraries as an active partner in the classroom. The Information Fluency Initiative will be closely coordinated with the assessment program in the UNT Libraries in order to establish clear metrics for monitoring the progress of the initiative in improving student information fluency. The initiative will also coordinate with other relevant campus groups related to student learning success, including groups both inside and outside of Academic Affairs, as well as the campus

⁵ Simon, Jason. 2013 *National Survey of Student Engagement (NSSE): UNT Findings*.

QEP project (see below). This initiative will coordinate a large number of related activities in the library, including bibliographic instruction program, the new GIS program, digital scholarship efforts, and other related undertakings. The Information Fluency Initiative will have a steering committee with representatives from the library leadership and several other Academic Affairs units, as well as a regularly assessed set of agreed-upon metrics to gauge progress and guide actions.

C1 Objectives:

C1.1. Create an Information Fluency Steering Committee. Specified library staff members will serve on a steering committee with representatives from the library leadership and other Academic Affairs units. In FY2016, steering committee members will be identified, committee charge established, and meeting schedule determined. Participating steering committee members will provide a brief bi-annual report on participation and progress to be shared with Library Dean's Council members and University Community.

C1.2. Determine high-impact practices for student learning. Specified library staff members will identify areas of opportunity in core library services and unique collections, and in groups on campus where information fluency can enhance high-impact practices and student learning.

C1.3. Investigate a curriculum mapping project. Subject Librarians and other staff members will select undergraduate programs to investigate in a curriculum mapping pilot project to map the curriculum to find natural opportunities to collaborate with faculty on and assess information literacy. A plan of action will be completed based on the pilot project.

C1.4. Gather information literacy tools: To engage students in active and personalized learning, the library will provide assistance and instruction at the point of need. Designated Subject Librarians together with other library staff will investigate tools and methods for teaching Information Literacy online. By the end of FY2018, this group will create a report summarizing their findings, identifying and recommending an online Information Literacy solution for the UNT Libraries.

C1.5. Integrate the Information Fluency Initiative and the QEP. UNT's QEP, Soar Beyond the Classroom, has strong alignment with the Libraries' Information Fluency Initiative in that it seeks to leverage high-impact practices in conjunction with fostering critical thinking and communication skills. The Information Literacy Coordinator and Libraries' QEP Representative will work together to identify areas of opportunity and connections between the University QEP and Library Information Fluency Initiative.

C2. Collaborate with campus on QEP: The University is currently in the process of instituting a campus Quality Enhancement Plan (QEP) for student learning enhancement as part of the SACS reaccreditation process. The library will have a collaborative relationship and process with this project. A set of logical goals for library involvement in the campus QEP initiative will be finalized and implemented, and may include space set aside in Willis for this purpose.

C2 Objectives:

C2.1. Prepare QEP plan. Specified library staff members will serve on collaborative teams/advisory committees to support the QEP during implementation in FY2016 and participate in assessment activities for the QEP in consecutive years. Participating library staff members will provide a brief bi-annual report on participation and progress to their Assistant Dean to share with Library Dean's Council members.

C2.2. Subject librarians and other specified library staff members will provide support for QEP including, but not limited to, instruction, LibGuides, programming, and collection development. Subject Librarians will include QEP relevant content in instruction and LibGuides for courses with QEP related projects.

C2.3. Subject librarians and other library staff members will investigate ways to incorporate information literacy/fluency into the curriculum to further the critical thinking student learning outcome of the QEP through collaborative efforts with faculty and other co-curricular service providers. In FY2017, assessment methods will be determined and implemented for collaborative efforts selected from the previous years' investigation. (See also C1.5)

C2.4. Improve technological information fluency. Library staff members will provide workshops/training (in person or on online) on the use of tools necessary to increase technological information fluency (such as the E-portfolios <http://www.aacu.org/eportfolios>) applicable to the QEP beginning in FY2017. Workshops/training will be evaluated via feedback from attendees. Sessions will be modified and continued in consecutive years based on assessment and the needs of the QEP.

C2.5. The UNT Libraries will support the team based learning and collaboration student learning outcome of the QEP by promoting use of the bookable rooms for faculty and staff training for the QEP and other related library hosted or planned events and programming beginning in FY2016.

C2.6. Increase community engagement. The UNT Libraries will contribute to the QEP student learning outcome of community engagement through programming, events, outreach, exhibits, and collections with the goal of improving students' civic literacy.

C3. *Establish a Knowledge Visualization Program:* The UNT Libraries will advance the knowledge visualization capabilities of the extended UNT community in support of and with connections to the Info-Fluency Initiative, the QEP involvement, and several of the facilities projects described below. This initiative will address many of the particular learning needs highlighted by the NSSE data and the opportunities for high impact campus services noted from other leading national institutions. The advent of big data in research and library services brings with it a concomitant for programs to assist scholars in understanding trends and patterns in large data assemblages. The Knowledge Visualization program and an associated new visualization lab will leverage the training aspects of the Info-Fluency Initiative with the makerspace facility to provide the means for UNT students and faculty to examine renderable models of data and designs in both virtual and physical manifestations.

C3 Objectives:

C3.1. Develop a data visualization resource plan that meets the needs of a large and broad set of UNT library patrons. This will involve identifying resources to support the program.

C3.2. Develop spaces that support the Knowledge Visualization Program and other library strategic goals such as C1 (Information Fluency), C2 (QEP), and D1.2 (facilities). Work with instructors to enable the space's use for classroom/lab support, especially in conjunction with Factory-enabled classes. Build campus strategic partnerships to broaden the coalition of planning and assessment of the space, perhaps including but not limited to: CLEAR, Illuminate UNT, Logistics (UNT College of Business), College of Public Affairs and Community Service.

C3.3. Encourage the development of library curriculum for use with visualization. Develop and provide training for Data Visualization Resources, in support of the C2 (QEP), to increase student training and abilities with data visualization.⁶

C3.4. Develop strategies and workflows for assessing use of the spaces and effectiveness of the technology (in support of E2).

STRATEGIC GOAL D. ONGOING FACILITIES IMPROVEMENTS

The 2011 Library Master Space Plan⁷ highlighted the need for ongoing incremental space planning, renovations, and construction activities. As the student demand for library learning space has steadily increased in recent years, the UNT Libraries have responded with many new facilities programs (examples include going to 24x7 access at the request of the SGA, and the opening of the Library Forum as a public facility for campus events). The 2015-2018 period holds many exciting possibilities for facilities improvements which will result in enormous beneficial impacts for UNT scholars.

⁶ Womack, Ryan (2014). Data Visualization and Information Literacy. IASSIST Quarterly, 38(1), 12-17. Retrieved from <http://dx.doi.org/doi:10.7282/T3X92CZF> 2 See <http://www.lib.ncsu.edu/spaces/visualization-studio> for more.

⁷ PSA-Dewberry, Inc. University of North Texas Libraries Master Plan, Volume 1: Twenty Year Vision for the UNT Library Facilities. Dallas, Texas. UNT Digital Library. <http://digital.library.unt.edu/ark:/67531/metadc77149/>.

TARGETS D1-D3:

D1. Renovate Willis Library second floor: This project will address the desperate need for additional student study and library service spaces in the Willis Library which was identified in the 2011 Library Master Space Plan. As a culmination of years of facilities planning, the second floor of the Willis library will be comprehensively renovated starting in FY2015. This project will make approximately 30K ft² of newly renovated library space available, and is only made possible by the new storage capacities provided by the Research Collections Library coming online two years ago and funding from the campus for recarpeting. The libraries are now engaged in design and planning efforts with the SGA, GSC, and other campus groups on services and facilities to be offered on the second floor of Willis. This project will be coordinated with the campus QEP initiative, the knowledge visualization program described above, and other ongoing space planning efforts. The space redesigns that will be implemented in this project will be developed this year and implemented through incremental steps starting in Spring 2015. By the fall of 2014, the Willis 2nd floor was cleared of collections and renovation began to create study spaces for students. The 30,000 sq ft of space received new carpeting and began to take shape in the spring of 2015 with the building of study rooms on both the south and north walls. Demountable walls were deployed for this purpose because of their ease of installation, reasonable cost, and attractive appearance. Significant technology and appropriate furniture were added in the following few months. Students began using the study rooms immediately. The floor renovation also included office spaces for Facilities and Systems, External Relations, and the UNT Press (The Press space is a temporary move since Stovall Hall, their current home, is scheduled for demolition in December. When they eventually move out of the Willis Library, their office spaces will become available for other public functions.)

D1 Objectives:

D1.1. Complete the renovation of the Willis 2nd floor staff spaces. Complete and move into the office spaces for Facilities and Systems, External Relations, and the UNT Press by the end of December 2015.

D1.2. Newly available student spaces will be assessed through observation and data gathering about the utilization of the study spaces on the second floor over the course of the Fall 2015 semester to determine their success relative to the original aims of the renovation. Changes will be implemented as required to improve services to the students.

D2. Institute a dynamic makerspace: The national “makers” movement⁸ has seen a tremendous surge in the establishment of library “makerspaces” across the country.⁹ Public libraries have led this trend and academic libraries are now moving to catch up quickly in implementing such spaces. The UNT Libraries opened its new makerspace, termed the “The Factory”, in the Fall 2014 semester. Developed with input from several UNT colleges and student groups, The Factory initially featured a cluster of 3D printers, large format plotters, and high capacity laser printers, together with a collection of microcontroller kits that can be checked out. The library will continue to build the makerspace offerings in this facility over time, with feedback and guidance from our users. We anticipate many new dynamic changes and additions to this facility as the makerspace trend continues to evolve, and as we get additional ideas from collaborating with our users on the space.

D2 Objectives:

D2.1. Provide and expand innovative services that support scholarship and research across disciplines. Activities may include expanding the scope of tools and equipment available for use by students, developing the tools to enable recycling failed projects to create new consumables, exploring teaching and marketing of the services through sponsorship of contests, awards or such, and expansion of workshop series.

D2.2. Continue to take leadership positions in various maker groups around UNT, Denton, and the North Texas Region to enhance partnerships related to making including expanded relationship with the North Texas Digital Fabrication Group to increase cooperative funding and host meetings and speakers, development of a

⁸ See NSF Press Release 14-077: http://www.nsf.gov/news/news_summ.jsp?cntn_id=131769

⁹ See “A Librarian’s Guide to Makerspaces: 16 Resources.” <http://oedb.org/ilibrarian/a-librarians-guide-to-makerspaces/>

North Texas Digital Fabrication Expo, and establishment of a Denton Mini Maker Faire with community members and a UNT Hackathon hosted solely by The Factory.

D2.3. Examine ways to expand to adequate size the physical, storage, and work area of the Makerspace to meet existing and near-future demand. Space requirements include a location close to the exterior of the building to allow for deliveries and to provide controlled access, safety, storage, and security of equipment.

D2.4. Explore funding sources, opportunities, and challenges to sustain the Makerspace as a core service of the UNT Libraries by developing and refining pay-per-use model, policies, and systems as needed for printing, consumables, and other services as they are added. Establish other funding strategies to support the core functions of The Factory including both internal and external funding.

D3. Incremental infrastructure improvements: The library is in the process of studying the many basic infrastructural deficiencies present in the facilities of the UNT Libraries, and prioritizing responses and interventions. In a financially constrained period, this will be a particularly challenging process, but essential to effective and efficient operations and services. The 2011 Master Plan Building Assessment¹⁰ noted many problematic issues throughout the library infrastructure, and especially in Willis. Some new challenges that have arisen since this assessment was completed include the need to finish construction on the Research Collections Library.

D3 Objectives:

D3.1. Begin space planning for Willis Lower Level. Updates to the Willis Lower Level will begin in FY2016 and will continue over the strategic planning period. Improvements planned include carpet replacement, improvement of the study carrels by replacement of about 1/3 of the total in each of the next three years.

D3.2. Create a graduate student commons area. Assess the associated requirements, and develop a plan for creation of this facility, determine if any collections may require relocating for the needed space.

D3.3. Plan Willis Library carpet and furniture upgrades. Carpet needs replacement for all floors except the 2nd floor, which was re-carpeted in FY2014. Recognizing that the carpet in the Willis library was installed over 15 years ago and the recommended maximum lifecycle for a heavy traffic area is 11 years, we will work with UNT Facilities to correct this deferred maintenance issue by replacing the carpeting on at least one floor per year. Furniture upgrades will include reupholstering all of the 450 hardback chairs over the coming 4 year cycle, with 25% funded each year.

D3.4. The planned Research Collections Library reading and workrooms at the front of the RCL building will be renovated if university funding is available. Options will be developed for renovating this 4,400 sq.ft. space in sections or all at once, depending on available funding.

STRATEGIC GOAL E. LIBRARY STAFF DEVELOPMENT

The next few years will be an important period for the development of the staff of the library for several reasons. UNT is considering moving librarians into the ranks of university tenure-track faculty. Adapting to this change and cultivating an enhanced level of professionalism and scholarship among librarians will be an important goal in coming months. We will cultivate library staff who are not librarians and who need opportunities for growth and training. There are a variety of skills in grant writing and assessment that also need to be nurtured.

TARGETS E1-E3:

E1. Librarians becoming tenure track: While UNT librarians have for some time had “continuing appointment” status, the proposed new UNT Faculty Review, Tenure, and Promotion policy document will include librarians in the tenure track procedures for the university. The Library began the process of raising the standard for promotion in a new *Procedures for Appointment, Evaluation and Promotion* document adopted in 2012. This process will continue as librarians become tenure eligible. Support for librarians to increase scholarly output

¹⁰ PSA-Dewberry, Inc. University of North Texas Libraries Master Plan, Volume 2: Building Assessment. Dallas, Texas. UNT Digital Library. <http://digital.library.unt.edu/ark:/67531/metadc77150/>.

include formation of research support groups, hiring of a director for research and assessment to offer advice and guidance, and continuing education opportunities to increase success with research and publishing.

E1 Objectives:

E.1.1. Develop a process for librarians to apply for tenure. The current UNT Libraries Evaluation Policies and Procedures Document must be edited to be compliant with UNT Policy 15.0. All ancillary documents related to the promotion and tenure process must also be edited and criteria for the granting of tenure developed.

E.1.2. Develop preparations for initial group of librarians to apply for tenure. A tentative deadline date for this target is the fall of 2016 given that there will be a transition period for implementation of the new policy if it is passed.

E.1.3. Establish a two-track system for librarian positions. The two-track system will include a tenure track and a non-tenure track.

E.1.4. Foster a library culture supportive of professional development and faculty success. Develop a formal faculty mentoring program for librarians to increase faculty success. The purpose of the UNT Libraries Faculty Mentoring Program will be to advise and support new and existing faculty in the areas of professional development.

E2. *Cultivating a culture of assessment:* The Library understands the need to demonstrate in effective ways our contributions to the success of our students and faculty. To address this need, we began a value assessment program in 2013 that will continue and expand in the coming years. With continuing demands on our budgets, our services and activities must show that they contribute to learning, teaching, and research at UNT. The new director of research and assessment will guide this program working with our Assessment Working Group and other key groups on campus (including the Office of Institutional Research and Effectiveness) to collect and analyze relevant data. Through this process, the Library will better focus our services and activities to meet student and faculty needs.

E2 Objectives:

E2.1. Support assessment within the library and on the broader campus. The UNT Libraries will work to create and support a community of assessment organizations, host exchanges of ideas and roundtables among assessment-tasked individuals and committees within the UNT community. This will allow us to exchange and integrate our data and findings with UNT administrative units that gather and distribute data.

E2.3. Conduct and support assessment instruction and education for librarians. Social science research instruction will be carried out by the Assessment Workgroup, and by other related committees such as the mentoring groups. Components will include creating an assessment topics LibGuide, templates for surveys, consulting on projects to improve social science research thinking.

E3. *Developing staff growth opportunities:* In addition to growth opportunities for our librarians, the Library invests in continuing training for our para-professional staff. We formed a regional library group, the Cross Timbers Library Consortium (CTLC) in 2012 to sponsor training opportunities for our staff and librarians. Staff are encouraged to attend and participate in the yearly conferences by presenting and by learning from others. Additionally, the CTLC formed affinity groups for different segments of our staff (such as special collections, access services, reference, etc.) that meet occasionally. Our staff will continue to be encouraged to attend such meetings. We will continue to encourage staff to pursue opportunities for completing degrees or a MLIS as UNT students by allowing flexible work scheduling and awarding staff scholarships to help with tuition costs.

E3 Objectives:

E3.1. During FY2015–FY2018, enhance promotion and advancement opportunities within UNT Libraries by offering professional development support and encouraging current staff to pursue opportunities to complete degrees at UNT. Opportunities will be made available to staff to share information with others in the library about their work, and staff will be supported wherever possible to continue their education at UNT.

E3.2. Increase travel funding as budget allows to make it economically feasible for staff to attend and present at professional and regional conferences (CTLC) and to join and attend affinity groups during FY2016 and FY2017.

E3.3. Provide support for development of library employee presentation skills through workshops and practice sessions, and offer opportunities during FY2016 and FY2017 for library employees to present to a professional, library-wide audience.

E3.4. During FY2015–FY2018, utilize existing diversity training opportunities offered by UNT and the community to educate and increase the level of awareness and understanding regarding the diverse makeup of UNT to support the best possible educational environment for student success.

E3.5. To promote employee well-being, UNT Libraries will coordinate with multiple campus and community groups to offer wellness opportunities to staff members through training sessions, promotion of events and services offered by the university or the community.

E4. *Expanding the culture of grantsmanship:* Historically, the Digital Libraries Division was our only unit to seek and obtain external funding for research and development projects. We seek to expand the culture of grant writing by mentoring librarians in every division to think about external funding for projects. In the past year, our Special Libraries and our Public Services Divisions have also submitted successful grant proposals, but we plan to increase the number of successful proposals and the number of librarians writing proposals over the 2015-2018 target years through improved mentoring, recognition, and rewards for successes. Additionally, the Library applied to host a Foundation Center and received approval resulting in no-cost acquisition of the Foundation Center Funding Databases, now available in the Eagle Commons Library. Use of this resource to identify additional funding resources in addition to the few federal and state funding opportunities will offer a more diversified approach to our grant seeking.

E4 Objectives:

E4.1. Expand administrative support for grant-seeking activities, including assistance with legal compliance, financial administration, and reporting.

E4.2. Provide examples of successful grant applications. External Relations and the Administrative Office will create an internal repository of successful grant proposals to serve as examples for future grant-writers. The documents in this repository will illustrate all portions of the grant proposal.

E4.3. Conduct training for library staff on the Foundation Center. This will provide staff the knowledge to identify potential foundation funders, to evaluate a foundation's profile, and to establish next steps for approaching a foundation.

E4.4. Expand the 2015 "Green Light to Greatness" grant opportunity mentoring program. A fuller, voluntary peer-review/mentor program involving both internal and external peers will allow new grant writers to focus ideas, discuss overall project, understand budgeting process, and review narrative.

E4.5. Increase the number of grant proposals generated by UNT Library staff each year.

E4.6. Continue current recognition programs and expand recognition opportunities for those awarded grants. Grant recipients will continue to be recognized at the Commencement and/or the Convocation events. Every year, a Dean's Coffee will be scheduled to allow grant recipients to talk about their grant funded work. As appropriate, grant awardees will be recognized in Friday Frags, UNT Libraries' newsletters, and possibly media outlets.

E4.7. Include consideration of grant writing experience when hiring library faculty. This will include adding "Grant writing and managing experience" as a preferred qualification on librarian job postings.

NEXT STEPS

A number of next steps will be taken in the 2015-2016 academic year to transition between the previous strategic planning cycle and the priorities described in this document, as follows:

- **Report on achievements:** A comprehensive report on the outcomes of the previous library strategic plan will be prepared as it is concluded in 2015. This report will examine each of the goal areas set forth in 2011 and document what was achieved and not achieved. The report will also attempt to comment on the goal areas as originally articulated, in order to improve subsequent planning efforts. Our hope is to continually improve our planning abilities as we move forward. This document will be vetted with other campus stakeholders as it is prepared, just as the original plan was developed in consultation with other units on campus. This capstone report should both document outcomes of the previous plan and inform the subsequent planning efforts that occur.
- **Undertake subsequent planning efforts with UNT Libraries units and stakeholders:** Many of the priorities identified in this document must receive more attention in order to be fully detailed. Examples include: planning the specifics of the second floor renovation, the SCT and Info-Fluency Initiatives, and specifics of increasing the library resources. All of these priorities will be examined to develop planning processes, and these processes will include various kinds of opportunities for university stakeholders to provide feedback and guidance through focus groups, surveys, online and in-person feedback forms, and any other workable mechanisms that can be devised.
- **Develop division plans:** Planning will be done to develop more specific divisional plans for implementation of this strategic plan. These plans will include transitional hand-offs as needed from the previous goals and new priorities articulated in this document.