Goal I: Create the most powerful learning experience possible for students.

- Increase graduate student enrollment as a percentage of overall student population.
  - Develop, implement and market a suite of services targeted to graduate students (using the library [guides, tutorials], organizing your research, citation management tools, finding funding, managing your intellectual property, thesis support, dedicated carrels etc.).
  - Contribute to the development of a tighter graduate community by working through the Student Library Advisory Committee to include permanent representation of GSA on that committee, by reinvigorating formal liaison to the Graduate Student Association and by involving GSA members in service design and development.
  - Develop and deliver podcasts for graduate students that focus on their intellectual property (understanding open access, research rights, practical copyright, copyright and scholarly communication, copyright and intellectual property issues, copyright basics, academic integrity and plagiarism, UNCW IRB etc.).
  - Provide liaison librarian assistance to all graduate programs.

- Increase 4- and 6-year graduation rates.
  - Implement LibQUAL+ in Spring 2011 to further our understanding of user needs and satisfaction. Take advantage of the opportunity to customize questions to focus on user needs relative to library services, facilities and resources that impact graduation.

- Implement URI (Undergraduate Research Involvement).
  - With Honors, launch an Undergraduate Prize for Library Research that attracts the very best undergraduate papers from courses taught in departments across the campus. The prize will recognize excellence in undergraduate research projects that show evidence of: significant inquiry using the library, its resources, and collections, and learning about the research and information-gathering process itself.
  - In collaboration with the Honors Scholars Program, design and develop a survey to determine the extent to which Honors Scholars’ information, reference and research needs are being met.
  - In collaboration with the Center for Support of Undergraduate Research and Fellowships (CSURF) design and conduct a survey of various undergraduate
fellowship and scholarship recipients with the goal of better understanding their
information, reference and research needs.

- In collaboration with Information Technology Systems Division (ITSD) and the
Honors Scholars Program develop a means to systematically archive the scholarly
and creative work of undergraduates.

- Implement University Studies.
  - Develop a blueprint for the phased implementation of discipline-based
  information competencies.
  - Develop a Checklist of Information Competencies for UNCW Undergraduates,
  with skills broken down by lower division and upper division. Affirming the
  integration of the library into the academic core, the Checklist will provide
  guidelines for common understanding of the information competencies
  undergraduates should master during their college years.
  - In collaboration with academic departments, design and develop a progressively
  sophisticated information literacy instruction program that supports University
  Studies through the undergraduate experience.
  - Recruit for and successfully hire a University Studies User Experience Librarian.
  The incumbent will serve as the key liaison librarian to University Studies; the
  University Studies User Experience Librarian will assist University Studies
  students to achieve articulated student learning goals, and will assist faculty and
  librarians in the implementation of the information literacy requirement for
  University Studies.

**Goal II: Recruit, retain and develop quality faculty, administration and staff in
appropriate numbers.**

- Seek at least 2 new funding sources for faculty/staff development.
  - To extend opportunities for staff participation in professional development,
  Randall Library supervisors and Library Administration will systematically track
  and disseminate information pertaining to relevant scholarship opportunities - -
  for conference attendance, webinar participation, etc.

- Address COACHE concerns expressed by tenure-track faculty.
  - COACHE identified “increase access to research resources” as an area for
  improvement. The Faculty Senate Library Committee survey of Spring 2010 also
  identified specific databases and journals faculty need for teaching and
  research. Randall Library will seek expansion of the continuation budget to
  provide stable funding for additional databases, journals and other electronic
  resources and the ability to continue to offer resources that experience annual
  inflationary increases. EBSCO, our main serials vendor, predicts inflation for
  2011 to be 5-6% over 2010. As the economy improves, inflation will likely be
  higher.
  - Develop and implement a multi-faceted program for “making campus
  connections” for new full-time untenured faculty, with a focus on their curricular
  and research needs. Components to include funds for “start up” collections,
customized orientations, overviews of advances in scholarly productivity in their areas, tenure dossier workshops, etc.

- In collaboration with the Center for Teaching Excellence and the Information Technology Systems Division, develop a proposal and secure funding for a Faculty Commons, an on-site “sandbox” adjacent to the Learning Commons. Specifically, the Faculty Commons will feature emerging technology -- hardware and software, expert assistance, and myriad opportunities for faculty to keep up, engage with, and leverage emerging technologies in support of their curricular and research needs.

- Determine appropriate faculty numbers for each program.
  - Based upon benchmarking comparisons with other UNC system libraries (especially Appalachian State University) bring the librarian to student ratio to 2.5 per 1000 student FTE and staff to student ratio to 3 per 1000 student FTE. Currently, the librarian to student ratio is 1.63 per 1000 student FTE and the staff to student ratio is 1.97 per 1000 student FTE.

**Goal III: Embrace and enhance diversity throughout the university’s constituencies, culture, curriculum and outreach activities.**

- Increase sources for diversity scholarships/support.
  - Explore the feasibility of developing an academic library residency program for a minority librarian with the American Library Association and/or North Carolina accredited schools of library and information science.
  - Explore the relevance to UNCW of the Mellon Foundation Funds Librarian Recruiting Program designed to recruit undergraduates from diverse backgrounds into the library profession.

- Develop a strategy in each academic unit to recruit and retain diverse faculty and staff.
  - Launch the Randall Library Staff Welfare Committee complete with mission, charge and action agenda.
  - Refocus the Randall Library Faculty Welfare Committee (develop new mission, charge, action agenda).
  - Reinvigorate the Randall Library Diversity Committee charged with implementing the University of North Carolina Wilmington’s campus diversity initiative. Develop goals and action plans for creating and fostering a welcoming, comfortable library environment for all members of the campus community and beyond.
  - Design and launch a scholarly communication initiative to include, among other components, the systematic promotion of faculty scholarship through profile pages, on-site and virtual display cases, faculty news e-newsletters, and links to faculty bibliographies etc. This initiative will subsume the Faculty Scholarship Collection currently maintained by the University Archives.
  - In collaboration with the Faculty Senate Library Committee, critically assess and overhaul the library’s collection management infrastructure in order to operate
more efficiently, creatively and responsibly in meeting the curricular and research needs of faculty.

- Develop a strategy in each academic unit to recruit and retain diverse students.
  - Hold a series of focus groups with underrepresented undergraduates and graduate students to better understand changing user expectations and needs. In response to what we learn make adjustments to staffing, services, and physical space.
  - In collaboration with Centro Hispano, Project B-GLAD, and the Upperman African American Cultural Center (Upperman Center) and other groups, explore the establishment of a minority advisement program to help underrepresented students with their information, research and reference needs.
  - Inventory the holdings of the Upperman African American Cultural Center (Upperman Center) books in Randall Library and with new Upperman officers, assess holdings in light of individual, curricular and research needs; invest project funds to enhance this targeted collection.
  - Meet regularly with the officers of the Student Government Association to develop information services in partnership with our users.

**Goal IV: Create an educational environment that prepares our students to be global citizens.**

- Develop new or enhance existing activities supporting academic curriculum and programs.
  - In collaboration with the Office for International Programs, develop a portfolio of library services and resources that support the coursework, projects and research of students studying, working or volunteering abroad.
  - In collaboration with the Office of International Programs, develop information sessions on library services and resources for students planning on studying, working or volunteering abroad.

- Increase opportunities for global explorations within and beyond the classroom.
  - Explore information exchange, including librarian exchanges if funds are available, between Randall Library and libraries at institutions with the most substantial study abroad relationships, e.g., Swansea University (Wales), Nelson Mandela Metropolitan University (Port Elizabeth, South Africa) to improve coordination of services for UNCW students.
  - Implement AirPAC, a custom interface to the library’s online catalog designed specifically for mobile computing devices such as cell phones and Smartphones.
  - Implement Drupal’s mobile computing module and Cascading Style Sheet to format and present the library’s web site for mobile computing devices such as cell phones and Smartphones.

**Goal V: Strengthen the university’s regional engagement and outreach activities.**
• Develop and implement four strategies to increase the economic development of and regional engagement in the region in line with the UNC Tomorrow initiatives (with limited funds).
  o Restore research assistance for Saturdays. During recent budget cuts, and the resulting loss of a professional librarian position, research assistance on Saturdays was suspended. Our data show the majority of library users requesting assistance on Saturdays are non-UNCW affiliated users. This is a population we wish to serve, and restoring this service on Saturday will strengthen our service to the region.
  o Design and launch a library-wide “Living the Dream @” service initiative in the community.
  o Increase participation in and contributions to, the Azalea Coast Library Association.

Goal VI: Enhance the quality of UNCW’s environment and provide a sustainable campus that is attractive, functional and, above all, safe.

• Evaluate current spaces for most productive use of space.
  o Consolidate Special Collections overflow collections and workflows to free up space for users.
  o Develop scenarios for the future of the Museum of World Cultures, taking into account the Museum’s history, collection, promotion, usage, supporters, North Carolina Living Treasures Award, costs etc.
  o Establish a Randall Library “tenants” group and launch myriad initiatives to foster connection and improve communication, including listserv, quarterly meetings, and provision of on-site training opportunities. etc.

• Work with master planners to develop efficient plan.
  o With appropriate campus planners, explore the feasibility and benefits of an automated storage and retrieval facility; the exploration will include identification of best practices in academic libraries.

Goal VII: Ensure adequate resources to achieve university goals by increasing public financial support and private giving.

• Increase grant and contract submissions.
  o Establish a standing committee to track sites and resources for grants; advise the University Librarian on appropriate national and regional opportunities; and contribute to the successful application of a minimum of six applications during the 2010-11 academic year.
  o Establish and promote a series of support resources for Library staff (articles, reference sources, website resources, grant writing tips, online courses etc.).
  o With the Associate Dean of Research, develop a means to determine the Library’s value to the grants process.