WILLIAM MADISON RANDALL LIBRARY

UNIVERSITY OF NORTH CAROLINA AT WILMINGTON

STRATEGIC PLAN, 2002-2007

Core Issues:

1. How do you define quality in your program? How will you significantly increase the quality of your academic programs and academic support services?

The library’s quality is determined by how well it “effectively supports the University’s teaching, scholarship, artistic achievement and service functions by providing in a timely manner (1) dynamic collections of informational resources in all formats; (2) efficient links to remote informational resources; and (3) appropriate facilities, technologies, services and professional support needed by students, faculty, and staff as they endeavor to fulfill their academic, professional and individual goals” (Randall Library Mission Statement). The end goal of providing these services is to inspire critical thinking and lifelong learning in all library users by equipping them to be information literate. Increasing the quality of critical thinking and information literacy requires improving and increasing access to the best and most appropriate information resources, responsiveness to changes in the university curriculum, and implementation of improved technologies. Equally important to improving the quality of library users’ knowledge and information skills is to continuously improve the physical environment for learning and contemplation by providing a comfortable, convenient, safe, and clean facility. Increasing the quality of the library’s programs requires constant monitoring and responsiveness to curricular changes and user needs, changes in technology, awareness of new information resources and strategic management of funds. These improvements will be achieved by collaborating with faculty, integrating of information literacy skills in the curriculum, implementing of technology improvements, and seeking discounts and consortial licensing or purchasing of information resources.

2. How will you assess this improvement? How will you know that your quality has increased?

A variety of assessment tools are part of the library’s routine. The Faculty Senate’s Library Committee advises the library. Physical and online suggestion boxes are available for all users to suggest new acquisitions or improvements to service. The library is a topic of questions on surveys conducted by the UNCW Office of Institutional Research. Each semester, the library sponsors a “talkback” focus group to discuss library services, targeted primarily to students. Actual use of resources is, of course, a measure of the library’s quality. Extensive usage data is available
through the library integrated system and database vendors. In addition, statistics are analyzed on the extent of usage of services. Inspections by various agencies, including SACS, NCATE, accrediting teams of other specific programs, the Federal Depository Library Program, and the North Carolina State Depository System also evaluate the quality of the library. Informal feedback from users and staff are also valued by the library administration. Several tools assist the library in assessing the quality of its collections, including bibliographies of core and specialty collections, annual “best books” lists, and literary award winners.

3. How will you benchmark the quality of your programs and academic support services?

The data mentioned above are used to measure quality improvements by comparison with previous years. Standard statistical measures are available for comparison from the Association of College and Research Libraries, IPEDS and other reports. Peer institutional comparisons will include statistical comparisons and other practical comparisons. Comparison of practices and procedures at these institutions will assist the library in determining the best practices for our environment.

Focused questions:

1. Why does this department exist in its current form? What are your potential alliance departments/programs at UNCW?

The library exists to provide expertise and efficiency in acquiring, processing, describing, interpreting, and preserving the wisdom of the past and the knowledge of the present. Users recognize the library as a trusted resource for high quality information and support for information seeking and analysis. A centralized library provides benefits of extended hours of service and a climate where disciplines come together. This centralization of resources also applies to the online environment, where the library both combines knowledge of many disciplines as well as breaking it out for manageable access to specific disciplines.

The library faculty and staff are organized into departments to allow sufficient specialization to operate with essential expertise, but also overlays a team approach through interdepartmental committees to ensure appropriate collaboration of library and information specialties.

It is difficult to find a department or program on campus that is not in alliance with the library. Academic departments need the resources and services of the library, while the library relies on the expertise of faculty to develop a valuable collection of resources. Course instructors collaborate with reference/instruction librarians to develop highly relevant information literacy instruction. The library works closely with ITSD to coordinate technology services, including the wireless laptop system and the computer lab housed in the library, but also extending to technology planning and equipment replacement. The library partners with auxiliary service and printing services to provide convenience in photcopying with the ID deposit accounts. Working with various student services groups has enabled the library to design
services that appeal to specific student needs. The library has lent its expertise in bibliographic control to assist other campus units that maintain information collections, such as the Health and Wellness Center and the Upperman Center. The library provides research assistance to administrative units, including University Advancement. The Advancement office reciprocates by providing its expertise to the library. The excellent working relationship the library has with the Physical Plant units ensures the maintenance of the library as a safe and comfortable place for learning.

2. What is the main purpose of each of your programs? What are their main values? What is meant by each value?

The main programs of the library’s operation are:
- Providing information, resulting in an educated society.
- Teaching users to access and interpret information resources, resulting in users having the ability to seek, assimilate and apply information throughout their lives.
- Providing a facility for study and research and bringing together of all disciplines.

Values can be defined as guiding principles or as the tangible benefits of offering a program. Defining value first as a principle helps identify the benefits, so the term is used in both contexts here. The library as a whole has several guiding principles or values that are core to the programs or services as well. First among them is Ranganathan’s Five Laws of Library Science. Substituting “information resources” for his use of the work “book,” these laws function as well today as they did in the 1930s.

1) Books are for use. The library’s open stacks, generous borrowing policies and reference and instruction services are designed to encourage use of materials.

2) Every reader his book. The library assesses the needs of users to select appropriate materials on topics and in formats that meet those needs. Interlibrary loan services extend this principle by borrowing materials not in the library’s collection for use by its clientele.

3) Every book his reader. With the exponential growth of publishing and other information delivery modes, it is important that the library carefully select items it anticipates will be of actual value to its users. By maintaining fund allocations for each academic department and interdisciplinary program, faculty users have a voice in selecting appropriate materials. Librarians also select materials with their knowledge of what users want.

4) Save the time of the reader. The plethora of information resources and formats make information-seeking an overwhelming task. With an integrated library system designed to minimize failure, a well-organized collection, and professional librarians available to assist and instruct users, the library helps users negotiate the maze of information.

5) The library is a growing organism. The library cannot stand still, but must always be monitoring changes in user needs, information resources and technology. Throughout this plan, evidence of the library’s efforts to grow will be presented.
Other guiding principles can be found in the American Library Association Code of Ethics. They include:

- **Service:** Courteous and knowledgeable assistance, organized collections, equitable policies and access.
- **Users’ right to privacy and confidentiality:** Confidentiality in the reference encounter, privacy of borrowing records.
- **Intellectual freedom:** Balanced representation of viewpoints, resistance to censorship.
- **Respect, fairness, and good faith:** Users’ and employees’ rights and welfare are protected.
- **Excellence in the profession:** Maintain and enhance knowledge through professional and staff development and mentoring.

### 3. What other institutions (either in North Carolina or elsewhere) have similar programs? How do yours compare with these others? What is your program doing that distinguishes it from the others?

All accredited institutions of higher education have libraries. The recently completed SACS self-study indicated that the library compares favorably on most criteria with the peer institutions selected for the study, as well as with other UNC Comprehensive level I institutions. For future comparisons, the library will continue to monitor these same institutions: Appalachian State University, College of Charleston, Fayetteville State University, James Madison University, North Carolina Agricultural & Technical University, North Carolina Central University, Radford University, University of North Carolina at Charlotte, University of North Carolina at Pembroke, University of North Florida, Western Kentucky University, and Western Carolina University. Criteria and data for comparisons are readily available through standard reports, such as IPEDS and ACRL annual statistics. The library will also monitor the websites of these libraries, and possibly make site visits to extend the comparisons beyond quantitative measures.

There are basic services offered by all libraries. Academic (and public) libraries also share access to the databases that are part of the NC LIVE digital library. Randall library offers several unique services:

- The library has assigned two librarians to focus primarily on outreach to faculty, in the belief that improved use of the resources by students will follow from building closer relationships and keeping faculty current on library services.
- The Table of Contents Service, combining both and online service (Ingenta) and paper-based service is one of the value added services the library offers to increase use of materials.
- The library emphasizes relationship building in its services, exemplified by the Student Thesis Assistance at Randall (STAR) program, which assigns a librarian to provide in-depth and personalized assistance to graduate students working on a thesis.
- Cataloging Internet resources: The UNC Coastal Library Consortium has developed policies and procedures for providing access to websites in the library catalog.
• The library was an early adopter of electronic reserve services, a service that has grown exponentially.
• Electronic journals are integrated into the library catalog, usually in the same bibliographic record that describes hard copy holdings (one-record approach). Batch loading of catalog records from database vendors has been used to a much greater extent than most libraries have done.
• Collaborating with ITSD, the library circulates wireless laptops for use throughout the building.
• The library not only installs exhibits of art, but also acquires art for the library collection and catalogs it.
• The library promotes use of its government documents collections by reaching out to the community and to area information professionals with the “Day of Documents” workshops.
• The library collaborates with area public schools to offer a space for the exhibit of children’s art.
• The library co-sponsored a children’s story hour with the Seahawk Perch, to give non-traditional students a place to bring students one hour per week while they use the library. This program also gives students an opportunity to practice storytelling skills.
• Special Collections has established the Southeastern North Carolina Collection, which seeks to acquire, and preserve the intellectual product created by individuals and groups with ties to the following North Carolina counties: Bladen, Brunswick, Columbus, Duplin, New Hanover, Onslow, Pender and Sampson.
• The University Archives has established a faculty scholarship collection, acquiring articles published by faculty and cataloging them for the library catalog.
• The library encourages recreational reading, viewing and listening more than most academic libraries with its recreational reading, audio book and feature film collections.
• The acquisitions unit has demonstrated the advantages of credit card purchasing by participating in a pilot program.

4. What is the primary focus of teaching in the program? Content? Skills? What are the core competencies in the program? Why are we teaching these (and not others)? How well do students understand this? How do you know that what you are teaching is beneficial to students? How do you know that what you are teaching prepares students to deal with change?

Information literacy competencies are the focus of the library’s teaching program. The instructional services unit has identified goals for its various efforts, but the focus is to integrate information literacy into the curriculum of academic departments. Although interfaces will change, principles and strategies of information retrieval are relatively stable, so the focus is on teaching principles that are transferable to database upgrades, different databases, and different libraries. A new initiative in this area is to develop a targeted approach to address various tiers of instruction, reaching students as freshmen or transfer students, and again in their subject specialties. Developing a system of web-based tutorials will make this effort more efficient.
5. What opportunities for quality improvement can you identify? How do you identify these opportunities?

Quality improvements have been identified for each of the goals in the library’s Mission and Goals Statement.

- To identify, select, acquire and preserve informational resources, including print, electronic, visual, and sound formats, relevant to current and anticipated curriculum, scholarly practice, research, and creative activities.

To remain valuable, the library’s collections require continuous updating. The major threat to maintaining quality in our collections is funding. Inflationary pressures are especially acute in serials and database costs. Serials costs have also affected our ability to purchase monographic sources and to preserve the collection. Binding has been reduced for both books and periodicals. There is no money available for new databases that would benefit the curriculum. The library will seek additional grant opportunities to fund acquisitions, but this will not help with subscription-based purchases, which must be paid for each year.

Adapting to changes in format is another challenge to our quality. The library is now purchasing DVD in preference to VHS format for video and CD in preference to audiotape cassettes for audio books. However, we also want to maintain access to material in older formats, including 8mm, 16mm, VHS, 75rpm, 45rpm, and LPs. Maintaining the equipment to view content only available in older formats is another challenge.

Assuming funding is protected and expanded, the quality of the collection can be enhanced by improving contacts with the faculty, and inviting wide participation in identifying resources appropriate for the collection. The Outreach Librarians are coordinating the improvement of communication with faculty.

A broad-based preservation and weeding program will ensure that valuable materials will be available for use, and will involve systematic and continuous inventory, improved training of staff for repair of both print and media resources, and usage analysis for weeding.

Interlibrary Loan and Document Delivery offers additional opportunities for quality improvement. The ILLiad software installed in 2001 provides data on who uses the system, what is requested, which libraries are providing materials, and improved turnaround time data. This data can be used not only to improve the ILL service, but to improve the library’s own collection as well.

- To provide excellence in teaching users effective information seeking strategies, critical evaluation and use of informational resources in the course of their academic pursuits, to guide users in the selection of resources to meet individual needs, and to provide information upon request.
Improvements in the quantity and quality of communication between course instructors and librarians will lead to better library-based assignments, improved library instructional sessions, and more information literate students. Librarians on the Instructional Services and Outreach teams are finding new opportunities to open communication, through office visits, collaboration with the Center for Teaching Excellence, and surveying course information on the Web.

Improvements to the teaching environment for delivering library instruction include upgrading equipment in the library classroom (ultimately switching from desktop PCs to laptops to provide greater versatility in the use of the room), teaching in the class’ regular classroom if equipped with PCs or laptops, and moving some instruction to the web environment, either through open web tutorials or course-design software such as WebCT.

Tutorials are an especially attractive enhancement to the library instruction program, because they could be a way to cope with a shortage of librarians available for teaching. A truly interactive tutorial will give students an active learning experience, and provide assessment data on how well the students learn. Further improvements to the tutorial can be based on this assessment feedback.

Maintaining and improving quality in one-on-one assistance and instruction at the Reference Desk and through the “Ask a Librarian” virtual reference service can be enhanced through the development of core competencies for new librarians (an updates of skills needed for veteran librarians as well.) Monitoring usage patterns through statistics collected at the desk will help us determine needs and schedules.

The library’s Student Thesis Assistance at Randall (STAR) has grown rapidly, proving that such in-depth assistance and relationship building has value for graduate students. Follow-up studies with students and alumni will help us determine the best qualities to further improve and determine staffing levels for this program.

- To make optimum use of current technology to (1) provide access to remote information and (2) make internal processes effective and efficient.

Simplifying the setup necessary for users to access databases from remote locations through the proxy server will be an extraordinarily helpful quality improvement. This enhancement is expected within the next few months.

Improvements to electronic reserve involve download time for large files, quality of the image, streamlined access to articles in full-text aggregator databases and integration of access into online course development software.

Staying up-to-date on technology and encouraging librarians and staff to experiment with new software and equipment will help the library discover new applications for use. Adapting the webpage and catalog for handheld computers, incorporating uses
of personal data assistants, experimenting with other display or computing devices all require equipment, training, and time.

Maintaining free printing for users is another technology-related quality issue. Encouraging and emphasizing the benefits of downloading will help reduce costs. Continuing the replacement of equipment is a critical quality issue as well. Upgrading and maintaining the server used by the consortium for its shared integrated library system software is vital to the library’s automated services. With over 100 workstations in the library, the life-cycle funding allocation of 19 new PCs per year will not be sufficient to maintain quality technology. Peripheral equipment and assistive technology purchases must also be planned.

- To establish, organize, and maintain effective bibliographic control of resources accessed through the library.

For the library to remain central to the provision of information, it must enhance its catalog to identify and describe more web-based resources.

Using the catalog to integrate access to information regardless of format has been a tradition of Randall Library. Especially challenging, but of extraordinary value, is the maintenance of the one-record approach to providing information about journal holdings. Incorporating links to electronic journals in the same record that describes physical holdings is labor-intensive and requires constant attention to changes in database aggregator content.

When the library began to load catalog records for government documents several years ago, circulation of documents increased significantly. There are still many pre-1990 documents in the collection that are not cataloged. Retrospective cataloging has targeted series known to be popular with users, but this project should be continued to further enhance access.

Implementing improved software for the integrated library system, accompanied by frequent review of procedures will help the library use its staff in efficient way. Taking advantage of opportunities to beta test new or enhanced modules will ensure the software functions well in the local setting.

Quality control for the library system is a multi-faceted endeavor. Consistent headings and names (authority work) is one area requiring ongoing attention. Maintaining links to web pages and monitoring the accuracy of aggregator database content are newer aspects of essential quality control. Reconciling serial name changes with routing information for the table of contents service is another quality control issue. The library system has the capability to compile lists of common errors, but correcting problems often require item-by-item evaluation. Ongoing inventory is also needed to detect errors in description or location, as well as to determine what is missing or mis-shelved.
To develop and promote efficient customized and individualized access to information through special services and resources for primary user groups.

The popularity of the STAR program and feedback from office visits to faculty have proven the value of this “high-touch” approach to service. Maintaining and expanding this individualized service will help users know how to use the library more effectively and help the library know what users need.

Assessing the varied needs of special types of users, e.g., distance education students, users with a disability, non-traditional students, international students will help the library adapt or promote services more effectively to these populations.

To attract and retain staff members who are dedicated to achieving the Library’s service goals, and to provide opportunities for staff development and participation in planning and implementation of services.

Data from the American Library Association Placement Center since 1998 reveals a severe shortage in the supply of new librarians, and an increased demand in the form of vacant positions as baby boomers in the profession approach retirement. One outcome of our work with staff and users must be to project a positive image of librarianship and to inspire them to consider pursuing careers in librarianship.

Achieving quality improvements in library faculty and staff requires thorough evaluation of candidates and offering attractive and flexible benefits. Further development will be enhanced through mentoring, in-house training, providing opportunities to travel for training and conference participation, and release time for scholarly activity. More efficient use of time may be achieved by evaluating the purpose and structure of committees and task forces.

To provide a safe, useful and inviting facility that serves as a central gathering place for the diverse teaching, scholarship and artistic activities of the university community.

Attracting users to the building, especially with more services and materials available online from remote locations, has inspired the library to plan additional events. Exhibit openings have been popular. Display space makes the library more interesting. More academic departments are using the Special Collections setting for thesis defenses. A coffee bar (to be operated by UNCW Food Services and ARA Mark) will attract users to come and linger in the library. Discussions are underway to plan other cultural events to increase the library’s teaching and scholarly contributions to the community. These events will integrate the creative output from a variety of disciplines, highlighting the community’s cultural contributions and improving the library’s visibility.

Planning sufficient space for collections and services is another quality challenge for the library. Preparations have been made to add ** sections in one quadrant of the
building, but further expansion of book stacks will require elimination of seating space. Weeding the collection is a partial solution to the problem for books, as is remote storage of journals available online.

The library continues to receive suggestions for longer operating hours, although the number of requests has diminished since ITSD opened its 24-hour computer lab and the library has improved its online resource offerings. The two half-time positions that kept the building open until 2:00 a.m. were eliminated in recent budget cuts. The main feature requested now is a quiet place to study. It may be possible to renovate a portion of the building that can be open all night without keeping the entire building open, requiring only security personnel to operate. Barring that, an alternative location on campus for a 24-hour study lounge may be needed.

Security is an ongoing issue for the library. The evening security staffing was eliminated during the budget reduction, but that is not the only security problem. Thefts at all hours of the day have been reported, and users need a heightened awareness of the dangers of leaving belongings unattended. At the same time, the library wants to preserve as much as possible the comfort level that users apparently feel. Maintaining the security of the building and materials when the library is closed is also an area for improvement. The door connecting the 24-hour computer lab must be secured when the library is closed. Non-library personnel with offices in the building pose another challenge, especially during intersession periods when the library is not open as many hours of the day. Other security quality improvement opportunities include training for staff response to individuals or events that pose a potential danger.

Randall Library was last renovated 15 years ago, so the pace of refurbishing the building and its furnishings will need to be accelerated. Selected areas have been painted, and some chairs have been reupholstered, and innumerable carpet tiles have been replaced. The building has held up well overall, with focused renovation projects, such as that in Special Collections. A major need still outstanding is to provide an appropriate media center for listening and viewing for individual, small and medium sized groups.

• To develop partnerships, consortia, and other cooperative methods with other libraries and organizations to advance scholarship and the purchase and sharing of resources.

The library has a long history of resource sharing through its membership in Solinet and OCLC. The value of consortia-based pricing for licensing databases has been demonstrated by the library’s participation in Solinet purchases and the statewide NC LIVE digital library. The University Libraries Advisory Council (ULAC) and the UNC Coastal Library Consortium have allowed sharing of licenses, computer technology and general expertise. Reciprocal agreements for Interlibrary Loan with various libraries reduce costs and improve efficiency. Recently, more collaborative projects have been launched (or grants applied for) with cultural institutions in the
area, such as Coastal AHEC, New Hanover County Public Library and Cape Fear Museums. The depository programs for federal and state government documents are well-established collaborative efforts.

With these established relationships, the library will continue to look for new ways to partner. The problem of maintaining serials subscriptions in the face of rampant inflation is one area that will certainly receive attention. Digitization project collaborations promise to make materials more accessible. The library is dependent upon the continuation of funding for NC LIVE to provide access to core databases, so this relationship and the supporting funding must be tended, promoted, and eventually expanded.

- To insure that the Library upholds the profession’s fundamentals of intellectual freedom and privacy for all users. “Materials representing a variety of perspectives on subjects that may be considered controversial” will be selected, preserved and made available to support the “interests of learning and research.” The “confidentiality of library borrowers’ records” is “inviolable.”

Concentrated and systematic collection development will improve the range of materials provided to represent a broad variety of opinion and perspective. Providing multiple perspectives also improves the quality of critical thinking by supplying documentary evidence for analysis. Discussion and collaboration with course instructors to highlight these resources will improve the quality of the library’s achievement of this goal.

Insuring that all employees, including student assistants, understand the ethical foundation of protecting the confidentiality of library records and requests for information is a standard part of training. Confidentiality and security is a major component of the integrated library system. Promoting these efforts and techniques to users will help them understand why the library operates as it does. It is crucial that all employees understand and can explain the “why” and the “how” of circulation, reference, and online access privacy issues.

- To encourage innovative and creative approaches for enhancing services and to provide effective administration and continuous assessment of all services.

While new technologies present exciting opportunities to create innovative new resources, the physical collections also remain valuable and require maintenance. Libraries have a long-standing reputation as early adopters of technology, especially for the automation of routine, labor-intensive tasks. The challenge now is to provide time for planning and testing new approaches, while still producing the catalog, website, and other finding aids and providing a wide range of services.

The library has grown to the point that employees who need to collaborate do not have offices in close proximity to one another. Discovering the best ways to foster communication and collaboration is a major challenge. Committee assignments are
abundant to provide opportunities for participation, but the same abundance is putting stress on the ability to plan and implement programs effectively. Finding the right balance of teamwork and time management will be key to future achievements.

The library’s dependence upon temporary employee assistance poses challenges to service continuity. While the library can work to improve training, providing incentives to stay as well as maintaining current staffing are all subject to budgetary uncertainties. Sufficient staffing to keep wait times short and maintaining shelf order in the collection are the first qualities that suffer as temporary staff are reduced.

Several assessment methods are in place, monitoring quality and user satisfaction through usage statistics, surveys, suggestion boxes, focus groups and individual contacts. In addition to peer comparisons, the library monitors trends and gathers ideas for improvements through participation in professional organizations, software user groups, publications, listservs, and collegial contacts.

6. What relationships do we foster and model (student-faculty, student-staff)? How do we do this?

The library is especially interested in establishing and nurturing a variety of relationships. Library faculty and staff are carefully recruited to ensure each employee is dedicated to the library’s service goals, and model an enthusiasm for learning. The outreach/faculty liaison team focuses on faculty-librarian relationships. The effort is geared toward enhancing faculty use of library resources for research and teaching, promoting the library instruction program, and assessing both faculty and student needs for information sources and services.

Direct contact between librarians and students, and staff and students occurs in the provision of services, especially at the staffed service points of Reference, Circulation, Reserve, and the Curriculum Materials Center. The library website is an additional point of contact. The Instructional Services course-related instruction sessions provide a classroom contact with a librarian. Drop-in Clinics and the STAR program provide a more in-depth conference contact for students. Onslow Program students meet a librarian during the main orientation session, and library instruction is provided for several courses in this program as well. Special services, principally interlibrary loan and document delivery, are provided for distance students to mirror as much as possible the benefits campus-based students receive by coming to the library.

Relationships with community individuals and groups are also cultivated. Library instruction and tours are provided, from elementary to community college groups. Community individuals are welcomed to use the collections and facility. Members of the Alumni Association and Friends of UNCW receive the benefit of free borrowing privileges (although the library does not receive a portion of their dues.)
7. How do the faculty continue learning? How is this learning transmitted to students?

Working at the reference desk ensures the librarians learn something new every day. In assisting users and presenting instruction to groups, they model the analysis and evaluation that is essential to selecting appropriate materials from the wide variety typically available. In providing reference assistance in an academic library, there is a dual mission: to provide information, but also to teach the user the thought process and logic applied to creating a search and evaluating the results. Librarians are also charged with learning new technologies, new applications for technology and passing this knowledge on to library staff, including student assistants.

Library faculty attends conferences, read professional literature, and engage in research for publication. An extensive orientation program for new librarians has been developed. To better prepare librarians for reference assistance, core competencies are being compiled to use in training. To encourage writing for publication, the Library Faculty Development Committee is planning a writing/presentation support group. Each year librarians compile a self-evaluation and during the annual evaluation session with supervisors, set goals for the coming year. This evaluation monitors and encourages continued growth and learning.

8. How do you prepare students for lifelong learning?

Teaching information literacy competencies at the Reference Desk, during library instruction sessions and through collaboration with faculty makes student become savvy and creative consumers of information, empowering them to pursue lifelong learning. Reference and Instruction services endeavor to provide human support in finding information, but to also teach users to be as self-sufficient as possible and to be wary of media hype that oversimplifies the complexity of information seeking and evaluation.

9. How does your department/program address Boyer’s four areas of scholarship? 
Boyer’s 4 areas of scholarship:
   a. Discovery: Librarians conduct research on behalf of users and for application to library management. Librarians discover better ways to present and explain information by observing errors and misconceptions demonstrated by users.
   b. Integration: Librarians are generalists, and the librarians and the library facility assist in making connections across the academic disciplines. By assisting users in all disciplines and hosting cultural events across disciplines, the library serves as a conduit to further integration.
   c. Application: Librarianship is one of the most practical disciplines. Technology is a tool applied in many ways, improving the efficiency of operations and allowing its resources to reach a broader set of users.
   d. Teaching: One-on-one teaching at the Reference, other service desks, at Drop-in Clinics, and through faculty office visits is provided by the library. Librarians collaborate with faculty to design and present course-related, hands-on, active learning sessions to improve students’ information skills. Some librarians also
teach in the General College (UNI 101) and Honors Program (HON 110.) By providing a well designed website and catalog, web-based learning is delivered and access to learning resources is achieved.

10. How do your programs address the various elements in the university mission statement? With your college/school mission statement?

The library provides the information resources that fuel “intellectual curiosity, imagination, rational thinking and thoughtful expression.” Teaching students and other users how to construct a search strategy, interpret findings, and evaluate the validity and reliability of information resources supports undergraduate, graduate and lifelong learning. Librarians engage in scholarship, research and creativity through the management of their area of responsibility and share this knowledge through publication and presentation.

Materials collected range from local to international, with a view to presenting a wide diversity in viewpoint and perspective. Technology is a tool used to share resources widely and effectively, as well as to manage support services (e.g., circulation, cataloging, acquisition, interlibrary loan) efficiently. The library is open to the public and provides a safe and comfortable space for contemplative learning. It strives to be an intellectual crossroads for the many academic disciplines and the community at large. The library shares its resources with the community, while at the same time preserving these resources for future generations.

Focused question 5 above details the library’s fulfillment and plans for meeting the goals set to achieve its mission.

11. How do you intend to increase faculty skills in and use of technology in teaching?

Development of instructional tutorials for information literacy will involve several members of the Instruction Team. In-house and self-training, conferences, and contacts with colleagues through e-mail and listservs will be the main way the team figures out how to implement the tutorials. Experimenting with online course software will also provide an opportunity for developing tutorials. Beta testing software modules has been another way the librarians have gained expertise in software for the integrated library system. Seeking grants to supplement funding for technology-based projects will also have a training component to improve faculty skills.

12. What programs do you envision being online by 2007?

Because of increasing costs and reduced funding, the library will continuously review what is currently available and how it is used to ensure the best use of funds. Ideally, adding new databases to the offerings will also be possible. At the same time, we are concerned about dependence on vendors to determine the content of aggregated
databases, archive resources for the long term, and keep us up to date on changes in content. Finding ways to affect these decisions is a challenge for the library.

A variety of interactive instructional tutorials for information literacy will be developed. The library currently offers web-based e-mail reference service. By 2007, real-time online reference assistance is also likely.

The library has a highly integrated online system, and expects to enhance its access to high quality academic websites through cataloging Internet resources. With the implementation of electronic theses through the Graduate School, these documents will be accessible through the online catalog. The E-Reserve collection will continue to expand, and is likely to deliver multimedia files in addition to text and images. Special Collections material will be more widely accessible through digitization projects.

Online submission of acquisition requests will also be integrated into the Technical Services processes. Similarly, online forms for faculty to submit Reserve and Electronic Reserve requests will be developed. The library will further enhance its website with help pages, information for potential donors, and other guides to assist users.

Electronic transfer of funds will follow the current implementation of electronic invoicing.

13. What is your ideal student-faculty ratio in your major(s)? How did you arrive at that number?

Student-librarian ratios ideally would be 450:1. This ratio is derived from comparison with other UNC Comprehensive Level I institutions (2000 data.) Randall Library’s current ratio is 542:1.

Because of the nature of the services we provide, it is also important to determine ideal ratios for support staff. These employees perform essential tasks, such as staffing public service points, copy cataloging, circulation, reserve, interlibrary loan and stack maintenance activities.

Assuming that the ideal ratio of students to total library employees (librarians and staff combined) is the median of the UNC Comprehensive Level I institutions, the ideal ratio is 175 students per library employee. Randall Library’s current ratio is 233:1. The median number of staff for UNC Comprehensive Level I institutions is 32. UNCW has with 23 staff.

14. What other issues are important to your department/program in terms of quality?

The information market is volatile and growing exponentially. Publishers and database vendors merge or teeter on the edge of bankruptcy, with little the library can do to control such international business matters. Although the librarians can remain
aware of new resources and formats, funding seems unlikely to make their purchase or licensing possible.

Although the emphasis of resources and attention is devoted to electronic resources, the physical space and physical resources remain valuable. Many items in the collection are unique and irreplaceable. Preservation, conservation, disaster planning and recovery should be given more attention, including contracting for emergency freeze-drying of materials in the event of water damage from hurricanes.

Submitted by:
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