# The University of Alabama Libraries

# 2017-2021 Strategic Plan
# Executive Summary

**SERVICE   INNOVATION   ACHIEVEMENT**

University Libraries

# UNIVERSITY OF ALABAMA STRATEGIC PILLARS

To provide a premier undergraduate and graduate education that offers a global perspective and is characterized by outstanding teaching, high-quality scholarship and distinctive curricular and co-curricular programs.

To increase the University's productivity and innovation in research, scholarship and creative activities that impact socio-economic development.

To enrich the learning and work environment by providing an accepting, inclusive community that attracts and supports a diverse faculty, staff and student body.

To provide opportunities and resources that facilitate work-life balance and enhance the recruitment and retention of outstanding faculty and staff.

# UNIVERSITY LIBRARIES STRATEGIC GOALS 2017-2020

Goal One: Partner across the disciplines to deliver innovative instruction that empowers students to engage with, integrate, create, and transform knowledge through the use of library resources and collections.

Goal Two: Develop and maintain dynamic and flexible physical and virtual spaces that meet the needs of our campus, informed by trends in higher education and technological advances.

Goal Three: Support and engage in the research lifecycle across campus through the development of relevant resources and services.

Goal Four: Re-envision the way we provide space and services for technology tools. Develop, enhance, and sustain a skilled and engaged workforce that can succeed in a changing environment while providing excellent experiences for library users.

Goal Five: Support a diverse and inclusive environment by providing resources, services, and spaces that promote the varied needs of the faculty, staff, and student body.

# Introduction

I am pleased to provide you with a copy of The University of Alabama Libraries 2017-2021 Strategic Plan Executive Summary.  We initiated this process in 2016 to bring future University Libraries planning in line with The University of Alabama's Strategic Pillars.  This has been a five-year process, beginning with a University Libraries Environmental Scan and SWOT Analysis of internal and external stakeholders, with follow up focus group interviews conducted with undergraduate students, graduate students, the Student Government Association, the Graduate Student Association, individual campus departments, members of the Faculty Senate, and the donor community.  Results of the SWOT Analysis revealed that the University of Alabama Libraries have:

**Strengths**, including knowledgeable and service focused faculty and staff who excel at meeting user needs; an extended range of hours, extensive software and digital media support, and fast and reliable services such as interlibrary loan.

**Weaknesses**, including an overall lack of electrical infrastructure in our buildings to support devices; the need for marketing and training on collections and resources; overall needs for increased research technologies and student spaces; and a perception that the Libraries are not able to accomplish initiatives due to resource deficits.

**Threats**, including needed changes to the organizational structure and culture which limit the Libraries from meeting changing expectations; the poor physical condition of some buildings and a desire to improve accessibility and life safety issues; and the need for more spaces that support student and faculty research, technology and innovation zones, including collaborative team areas, and silent study and research spaces.

**Opportunities**, including responding to increases in online learners through digital learning object creation and librarian research support; increasing diversity and inclusion initiatives through collections, spaces, and services; expanded website search, discovery, and usability; and needed renovations in library buildings.

As a result of this extensive research, we developed our Strategic Plan to address these issues and make continuous improvements to our services and resources in line with the University's Strategic Pillars.  This plan included 5 main goals with 144 action items.

The University of Alabama's Master Space Planning results conducted by JMZ Architects in 2017 triangulated and reinforced the results of the University Libraries environmental scan relating to physical spaces.  As a result, University Libraries and Construction Administration partnered with Shepley Bulfinch Architects to begin design and implementation of a phased approach to large scale renovations of our buildings, beginning with Gorgas Library.  We completed construction of the University Libraries Archival Facility, doubling our capacity for remote storage, and finished Phase 1 of the Gorgas Library renovation project this year.

We also implemented many new services and programs, including: assessment initiatives based on data driven decision-making, RapidILL, Grab-n-Go book services, a comprehensive accessibility audit and redesign of our website, one stop shopping for laptop and media equipment, expansion of our 3D and augmented realty technologies, data management services and training workshops for sponsored research, the implementation of the University's Institutional Repository to increase faculty research impact, pervasive use of Demand Driven Acquisitions for our book collections, and increased acquisition and exposure of Special Collections for the research community.  We restructured our Library Liaison Program to improve on effective communication and embeddedness within campus departments, greatly expanded our Library Instruction Program's online digital learning objects and interactive courses, and provided many new instructional offerings for graduate students.

Throughout this process we have incorporated organizational development based on continuous improvement, organizational restructuring and job transitions, and professional development and training to reflect the emerging needs of the campus.  At the same time, we provided work life balance and wellness workshops for library faculty and staff, and we increased opportunities for diversity and inclusion initiatives through new public programming and digital exhibits, new strategies for recruitment of a diverse workforce, and the creation of the Diversity Committee.

The University of Alabama Libraries 2017-2021 Strategic Plan Executive Summary highlights more of these significant accomplishments performed through the dedicated work of University Libraries faculty and staff to meet the needs of The University of Alabama community.  I invite you to explore this report and our many accomplishments, which are also a reflection of the University's many achievements among our colleges and units as the Tide Continues to Rise!
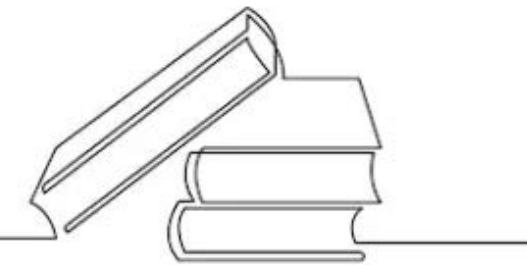
Sincerely,
Donald L. Gilstrap, PhD
Dean of University Libraries

Scan or Visit the URL Below
for Our Full Strategic Plan

https://bit.ly/3w6vQPb

# MISSION

The University of Alabama Libraries are essential in advancing the educational mission of the University. We provide innovative instruction, services, and resources to facilitate teaching, research, and learning. The University of Alabama Libraries are committed to be student centered and research-focused in order to support discovery, learning, and creativity at the Capstone.

# VISION

We envision a future in which faculty and students have in-depth awareness of the resources available, skills to evaluate them, and a desire to pursue life-long learning.

# VALUES

• Providing excellent services and learning experiences for all members of the University community while promoting collaboration.

• Openness to diverse voices and perspectives for exchanging information and ideas.

• Access to comprehensive scholarly information resources that support campus curricula and contribute to the impact of the research lifecycle.

• Assessment and continuous improvement of our practices with a culture of accountability.

• Training and technology that support innovation and entrepreneurship.

# University Libraries
# 2017-2021 Strategic Plan Achievements:
# Executive Summary

This executive summary provides a concise overview of accomplishments relative to the University Libraries Strategic Plan (2017-2021).

Over the past four years, University Libraries has aggressively pursued successful outcomes for the 5 goals, 17 objectives, and 144 action items that comprise this plan.

While not all accomplishments are listed in this document, we believe this represents key points of impact that are of interest to our stakeholders.



Strategic Planning Progress

138    4

0   20   40   60   80   100   120   140

■ Completed    ■ In Progress

## 96% of Action Items Completed

# GOAL ONE ACHIEVEMENTS

⚑ **Goal One:** Partner across the disciplines to deliver innovative instruction that empowers students to engage with, integrate, create, and transform knowledge through the use of library resources and collections.
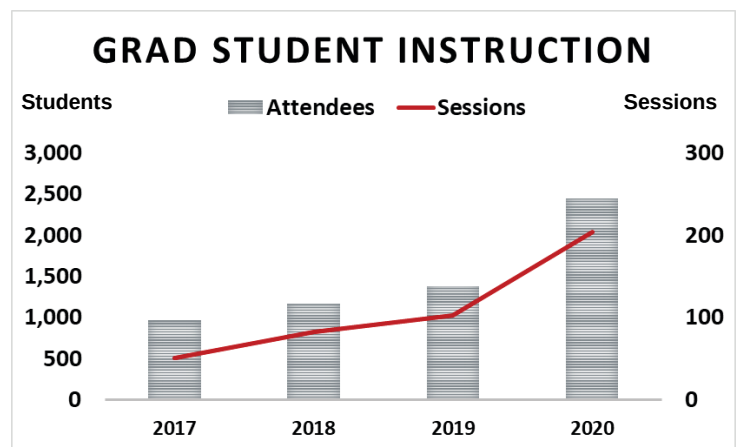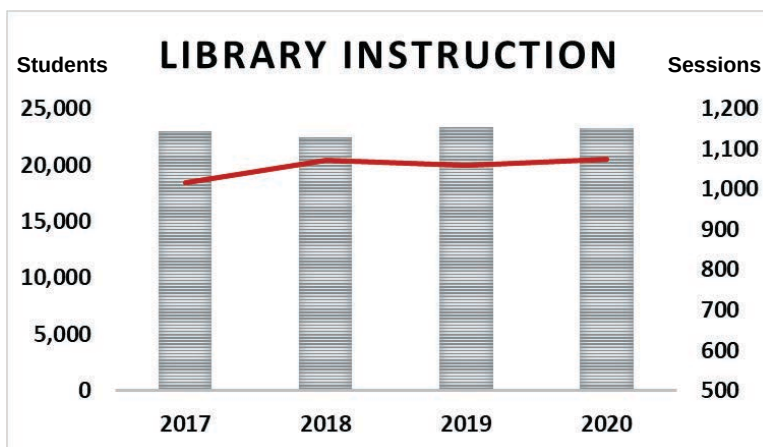
*Academic libraries, at their core, are teaching organizations. Each year, UA librarians teach over 1,000 general information literacy (IL) sessions and targeted research workshops for students. Through these learning opportunities, University Libraries actively supported the University's vision of creating a student-centered research university. These activities also directly supported Goal 1 of the UA Strategic Plan, which aimed to provide premier undergraduate and graduate education that is characterized by outstanding teaching, high-quality scholarship and distinctive curricular and co-curricular programs.*

*Objective 1.1 Re-frame the liaison program to include proactive communication and embedded presence, physically and virtually, in instruction across campus. Liaison and collection assignments will no longer be distinct.*

☑ **Action Items Completed**

- Liaison roles and duties rewritten to emphasize relationship building.

- Liaison assignments adjusted to promote greater consistency in service and additional flexibility in responding to organizational needs that continue to evolve.

- Liaisons embedded within research-intensive courses to deliver: classroom-based research workshops, customized virtual course shell content, and point-of-need research assistance.

- In-house skills development training program established for liaisons.

- Resource Acquisition & Discovery engaged liaisons with new models for collections improvements.

- Resource Acquisition & Discovery provided access to ready-made content for resource promotion.
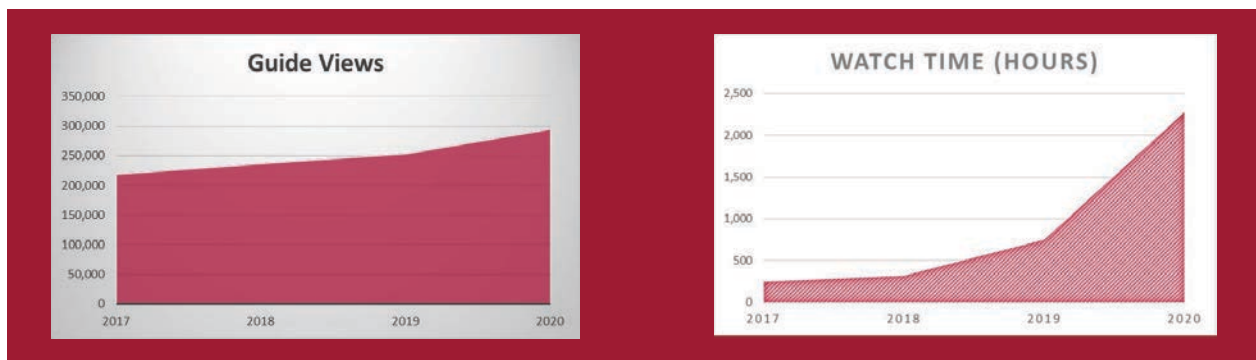




Overall demand for library instruction has remained high throughout the strategic planning cycle. Through an expansion of outreach to academic departments, librarians have been able to expand University Libraries instructional support for graduate students.

*Objective 1.2* *Develop innovative library instruction and services for diverse users, delivered through multiple channels.*

**✓ Action Items Completed**

- Instructional program introduced scaffolding and curriculum mapping for course content.
- Implemented tiered instructional program to provide support throughout students' matriculation process.
- Instruction focused on key points of impact that provided students with optimal value.
- Prepared first-year students for research-intensive courses.
- Targeted upper-level and graduate research courses to foster continual skills development.
- Enhanced information literacy training and workshop support with point-of-need research consultations (in-person or virtual).



Use of librarian-created research guides is up 35%, and use of librarian-produced video content is up 826%. These resources are available 24/7 through the University Libraries website, providing important point of need support to our users on campus, and those engaged in distance learning.

*Objective 1.3* *Develop instruction, learning objects, and resources that are easy to discover and incorporate into the learning management system and other delivery systems for teaching and learning.*

**✓ Action Items Completed**

- Partnered with instructors to provide virtual course shell access to library collections and services, as well as digital learning objects that supplemented course assignments and reinforced research workshop content.
- Deployed Springshare's A-Z List to simplify and streamline process of managing user discovery and access for over 500 databases.
- Refined Scout discovery tool to improve relevancy of search results.
- Implemented EBSCO's Full Text Finder to promote seamless access to tens of millions of full-text articles via the Scout discovery tool.
- Completed large-scale metadata cleanup of online catalog to improve discovery and access to on-site collections.
- Instituted CONTENTdm digital assets management system to provide more effective discovery and impact of digitized Special Collections.
- Participated in NEH grant-funded National Digital Newspaper Program providing access to Alabama's historic newspapers on microfilm digitized on the Library of Congress Chronicling America and University Libraries Special Collections websites.
- University Libraries Archival Facility implemented CaiaSoft inventory control software and completed series of database maintenance projects to bolster discovery of collections.
- University Libraries Archival Facility engaged in digitization on demand for retrospective UA dissertations and theses.

# GOAL TWO ACHIEVEMENTS

> **Goal Two:** Develop and maintain dynamic and flexible physical and virtual spaces that meet the needs of our campus, informed by trends in higher education and technological advances.

*University Libraries receive millions of visitors to its virtual and physical spaces each year. Moreover, these strategically designed spaces are the foundation upon which our value-added services are built. We understand that these spaces must be dynamic to fit the evolving needs of UA communities. University Libraries has expanded and refined its spaces that support focused study, collaborative research, and classroom-based instruction. Recent renovations provided technology-infused spaces that begin to meet campus needs. As virtual environments and mobile technologies redefine the information expectations of library users, University Libraries expanded and refined its virtual spaces creating an intuitive and seamless library experience that places collections and services within convenient reach.*

*Objective 2.1* *Implement new assessment measures, using qualitative and quantitative data, to assess and improve University Library services.*

**Action Items Completed**

**Planning & Infrastructure**
- New library unit created to coordinate strategic planning and assessment efforts.
- Developed and implemented library-wide Assessment Plan.
- Defined key performance indicators and collected and aggregated related data to be reported on a monthly basis.
- Worked with OCLC and RapidILL toward improving the ILL lending fill rate.
- Compiled data and reported to UA's Office of Institutional Research & Assessment and various external accrediting and membership bodies.
- Conducted library-wide meetings which provided group feedback on goal progr
- Deployed Tableau Online for ongoing tracking for key performance indicators.
- Set up assessment database to feed analytics dashboards.
- Tracked website metrics tracked via Google Analytics.
- Monitored usage of video tutorials via YouTube's native analytics platform.
- Recorded usage of web research guides and learning objects via LibApps.

**Analyses & Benchmarking**
- Used data from Association of Research Libraries, the Association of College & Research Libraries, and the National Center for Education Statistics regularly for benchmarking purposes.
- Leveraged analyses toward deeper understandings of the operations and overall position of University Libraries in relation to its peers.
- Implemented ongoing analysis of cost-per-use for library collections.
- Used analyses to secure more advantageous licensing agreements with large academic publishers.

**Instructional Assessment**
- Focused on assessing University Libraries instructional program.
- Centered instruction program assessment on UA's First Year Writing Program cohort.
- Administered pre/post-test regimen in collaboration with English instructors.
- Utilized quantitative and qualitative methods to assess learning outcomes and classroom perceptions of value among students.
- Developed program of teaching evaluations for instructional librarians.
- Implemented student learning outcomes assessment for web-based learning modules.

***Objective 2.2*** *Evaluate existing physical and virtual spaces to align services, collections, and changes in resources and technology with evolving needs of users.*



## ✓ Action Items Completed

**Physical Spaces**

- Consulted architectural firm Shepley Bulfinch to formulate renovation plans for Gorgas Library.
- Shifted to focus on facilities that support collaborative, experiential learning. This included creation of group study/collaborative research spaces with presentation software and equipment, maker spaces with 3D printing and virtual reality technologies, as well as voice and music recording facilities outfitted with specialty equipment.
- Implemented online reservations for the new Whisper Booths in 2017 in LibCal.
- Hosted public meetings for stakeholders to share their vision for University Libraries.
- Completed core updates (phase one) for **Gorgas Library**:
    - Remodeled restroom facilities throughout building.
    - Upgraded elevators, including extensive ADA compliance update.
    - Upgraded water and sewage lines into and throughout the building.
    - Renovated existing collaborative research and individual study areas.
    - Renovated Java City to provide a wider variety of food/beverage offerings, as well as expanded seating capacity.
    - Renovated 2nd floor and a number of other offices with new carpet, paint, and furniture.
    - Constructed new modular offices, as well as renovated faculty/staff meeting spaces on the 5th floor.
    - Designed new wayfinding signage and renumbered floors and all offices.
- Completed construction of University Libraries Archival Facility.
- Began planning phase for Bruno Library renovation.

**Virtual Spaces**

- Implemented program of ongoing assessment for web properties that includes: the University Libraries main website, the Institutional Repository, Special Collections digital collections, as well as several peripheral web tools that support asynchronous learning, such as LibGuides, LibCal, Roll Tide Research, and University Libraries YouTube channel.
- Conducted user surveys and website usability studies to improve users' web experiences.
- Made improvements to technology support and infrastructure workflows.

***Objective 2.3*** *Create innovative research spaces and services to accommodate new technology and to meet the needs of faculty and students.*

### ✓ Action Items Completed

- Began renovations and repurposed Gorgas Library spaces to better meet user needs.
- Relocated 65k volumes of lesser-used print materials from Gorgas Library to the Archival Facility.
- Expanded seating in Gorgas Library.
- Expanded student collaboration spaces in McLure Library and updated preservice teaching technologies.
- Updated carpeting, furniture, lighting, and paint on floors 1, 2, and 6 of Gorgas Library.
- Added new soft seating in collaborative research and individual study areas on floors 2 and 6.
- Renovated group study rooms and individual research carrels.
- Implemented new web-based reservation system for study rooms and carrels to improve and expand access.
- Provided overflow individual and collaborative research space for students in classrooms not scheduled for instruction in our branch libraries.
- Installed two Whisper Booths in Gorgas Music Library, providing students and faculty with sound-proof space for creating and producing instrument and voice recordings.
- Gorgas 205 renamed, renovated, and expanded to twice its original size with updated technology, including two large digital displays with integrated public address systems.
- Implemented 3D Printing in Gorgas fall of 2018.
- Updated digital displays on the first floor of Gorgas Library.
- Wireless connectivity was updated throughout all library facilities.
- Deployed new imaging platform to manage the operation, maintenance, and support for PC and Mac computer systems for library users and library personnel.
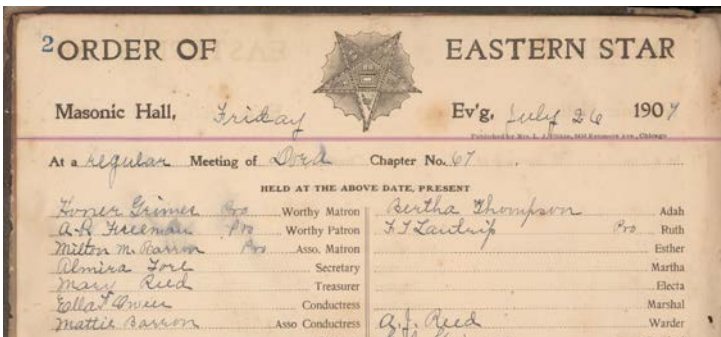
*Objective 2.4* *Create a web presence that allows users to engage with library services, spaces, and data in innovative ways.*

## ✓ Action Items Completed

- Engaged in an ongoing process of website maintenance and improvement, informed by direct feedback from library users and internal library stakeholders via multiple assessment pathways, including surveys, user testing, and collaborative planning.
- Enhanced the University Libraries website's "one-search" box and bento-style results page to provide users with access to, and discovery of a wider variety of materials.
- Website content management system migrated from Drupal to WordPress.
- Expanded use of Springshare's LibApps suite for room booking and real-time event registration.
- Implemented Document Delivery in July 2017 for expedited email delivery of non-returnables from library collections.
- Implemented RapidILL/RapidR in January 2018 for enhanced interlibrary loan access.
- Integrated OBILLSK Shipment Tracking Module in ILL May 2018.
- Grab and Go Service implemented for quick and easy library materials pick-up.
- Migrated to new versions of LibApps for research guides and Ask-a-Librarian services.
- Reduced costs and streamlined collections management processes by deploying Full Text Finder (FTF) electronic resource management system.
- Deployed ContentDM software to improve discovery, browsability, and research impact of digital archival materials.
- E-reserves moved to Blackboard course shells to allow for 24 hour access to course reserves.
- Implemented ArchivesSpace software tool to improve management of physical archival materials, as well as provided library users with web access to archival finding aids that enhance discoverability of Special Collections.
- Assisted with Implementation of Caiasoft and ILLiad in the Fall of 2019 for better communication between the Archival Facility and the branch libraries.



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***Objective 2.5*** *Improve user experience with web interfaces and platforms, with special attention to accessibility issues for users with disabilities.*

**Action Items Completed**

- Provided training, resources, and support to ensure all web content meets WCAG 2.0 web accessibility compliance standards.
- Liaison librarians received training to ensure accessibility compliance for research guides and other web-based digital learning content they create and manage.
- Established program of usability testing for website and web-based learning modules.
- Provided liaison librarians with access to vendor-supplied voluntary product accessibility templates (VPATs) that explained how information and communication technology (ICT) products such as software, hardware, electronic content, and support documentation conformed to established accessibility standards.
- Implemented HathiTrust Accessible Text Request Service—provided visually impaired library users with screen reader access to all titles within HathiTrust collection (17M+ volumes).

# GOAL THREE ACHIEVEMENTS

> **Goal Three:** Support and engage in the research lifecycle across campus through the development of relevant resources and services.
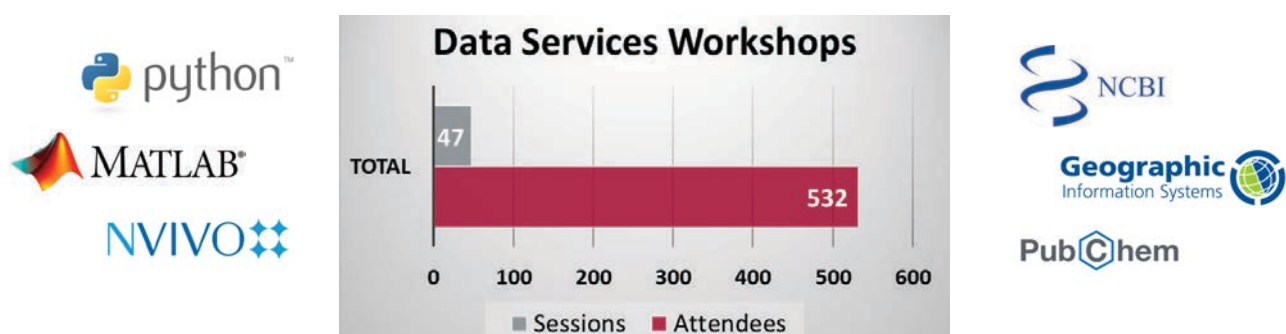
*University Libraries is committed to supporting student and faculty researchers by cultivating and providing access to the highest quality research collections available. Through its information services, University Libraries aids novice and experienced researchers alike. University Libraries provided walk-in or appointment-based research support covering a wide range of topics. Our services include helping a student refine the questions/topics central to their research and providing data management planning advice to grant-funded faculty researchers. Employing personnel versed in scholarly communications, data management, research methods, data analysis/visualization, media production, any other key areas of research support ensures that University Libraries is present throughout the research lifecycle.*

*Objective 3.1 Provide leadership and support in the creation and use of digital scholarship, including data mining, visualization, digital humanities, and rights management.*
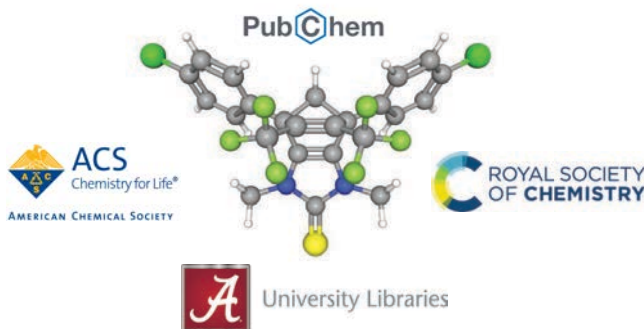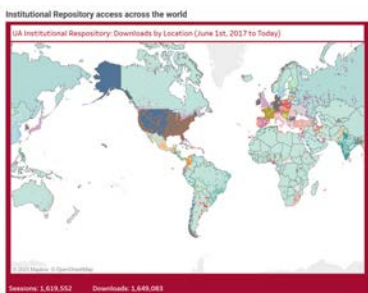
### Action Items Completed

- Expanded support for digital scholarship and data-intensive research.
- Supported large, highly specialized projects benefiting from expertise provided by the Alabama Digital Humanities Center and the Sanford Media Center.
- Established an Institutional Repository that provides consultative support on matters of digital rights management and open access publication, which also increases research impact of University of Alabama scholarship by making works accessible without a paywall.
- Worked with digital humanities researchers to develop, plan, and implement a variety of digital projects.
- Expanded point-of-need reference and instructional services in support of data-intensive workflows, methods, and tools.
- Created Data Services Librarian position to coordinate data services support.
- Established Data Services Taskforce to promote library-wide development of data services.
- Worked with vendors and University Legal Council to update contracts and ensure text and data mining (TDM) activities were available across library journal platforms and databases.
- Developed workflow connecting librarians in various units to increase services support for TDM.
- Established support for ORCID ID, CrossRef API, and Open Science Framework.



UA Libraries has expanded its support for data-intensive research through hands-on learning workshops that cover a variety of software tools and techniques.

**Objective 3.2** *Collect, preserve, and promote campus scholarship by capturing scholarly output in an Institutional Repository.*



Through the development of our Institutional Repository, we are increasing the research impact of faculty scholarship of the University at the national level and worldwide. The Chemical Structure Data File Project, a partnership with industry leader PubChem, makes the synthesized chemical substances within our digitized theses discoverable to scholars around the world through the University of Alabama Institutional Repository.

☑ **Action Items Completed**

- Established UA Institutional Repository in early 2017.
- Position of Institutional Repository Librarian created and filled, and Open source repository software DSpace chosen as software.
- Loaded Institutional Repository with 2,236 electronic theses and dissertations written by UA students.
- Institutional Repository collaborated with Special Collections and Annex Services to digitally capture and ingest older, tangible print dissertations and theses held in the University Libraries collection.
- Workflows established to identify existing scholarly content for ingestion and promote future deposit activities by active UA researchers.
- Institutional Repository provided ongoing training to liaison librarians—provided information needed to promote Institutional Repository deposit activities and use.
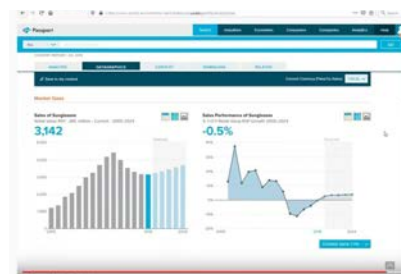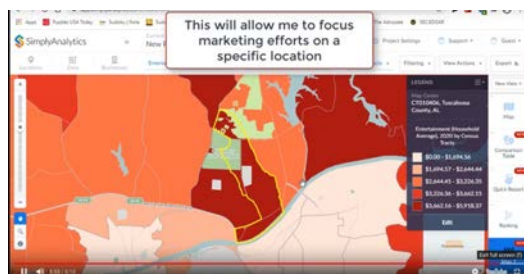
**Objective 3.3** *Expand and promote high quality resources and collections that support curricular and research needs, including existing data sets.*

☑ **Action Items Completed**

- Expanded collections to include several E-Resources that facilitate data-intensive research.
- Fifty-one of University Libraries 500 databases provide users with access to research data sets.
- Research guides published on a variety of topics, including: data-intensive research sources, datasets, research data management, data visualization, text data mining.
- Began offering hands-on training through the Data Research Services Workshop Series that explore various tools and programming languages that enhance faculty and student research capabilities.
- Improved learning outcomes via ongoing instructional and reference support for data-intensive research methods.



In tandem with our available advanced data driven resources our, Data Services Workshop Series covers a variety of software tools and techniques that enhance faculty and student research capabilities.

**Objective 3.4** *Expand data management services as funded research expands on campus.*

☑ **Action Items Completed**

- Enhanced existing support for data management planning through an expansion of point-of-need services, the creation of web-based research guides, web hosting of digital scholarship, and active outreach to strategically targeted research communities.
- As one of the major nodes in the ADPnet statewide archive of digital assets, University Libraries helped lead the organization toward a new membership model, expanding revenue generation for ADPnet and services to the State of Louisiana.
- Established network of services/support via Alabama Digital Humanities Center and the Institutional Repository, that includes several liaison librarians.
- Provided several data research tools and resources with active service support.
- Supported improved University of Alabama grant compliance through training and access to tools related to data management planning.
- Established campus support for DMPtool, Open Science Framework, and ORCID.
- Implemented new server for Alabama Digital Humanities Center that provides ongoing web hosting services for digital research projects and Omeka.
- The Institutional Repository provided long-term storage services and web hosting that made theses, dissertations, published articles, and data sets discoverable via the University Libraries website. Regular metadata indexing for Institutional Repository holdings by entities such as Google made the work of UA researchers more widely discoverable to global communities.
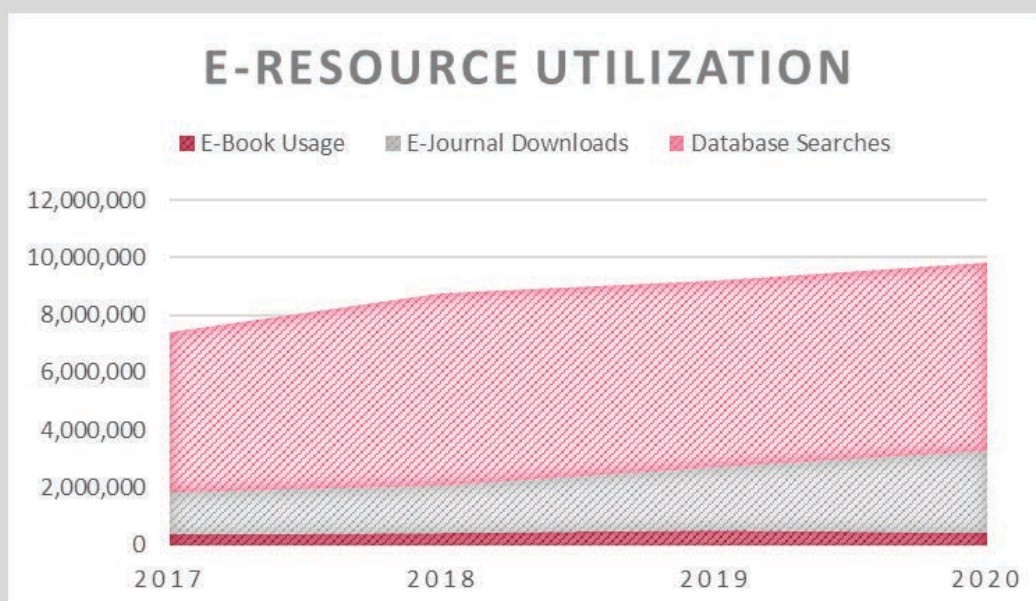


University Libraries has significantly increased our Data Management support capabilities during the strategic plan execution timeframe, providing needed support for advanced faculty and student research needs.

*Objective 3.5* *Develop strategic collection policy to support innovative selection and acquisition of library materials and resources.*

☑ **Action Items Completed**
- Deployed new tools and workflows in support of a data-informed approach to collection development.
- Took greater advantage of bibliometric analyses of library collections.
- Implemented internal reporting dashboard that provides intuitive, point-of-need access to a variety of basic bibliographic data and analyses.
- Deployed EBSCO Usage Consolidation to streamline usage data for over 200,000 e-serial titles which provided new methods to analyze cost and use that informed more effective purchasing decisions.
- Implemented extensive demand driven acquisitions (DDA) program that ensured library users are able to participate directly in the selection of new e-book titles.
- DDA program supported purchases that best fulfilled local user needs, resulting in dramatically lower cost-per-use for e-book titles.
- Established new collection development guidelines for Special Collections.
- Devised and initiated several space reclamation projects.
- Identified and deaccessioned duplicate book titles within the Alabama Collection.
- Deaccessioned temporary records within University Archives, as well as historical accounting records that have exceeded parameters of an established retention schedule.
- Implemented new selection guidelines for United States Federal Depository collections.
- De-selected duplicate formats within depository collections.
- Moved lesser-used storage-intensive depository serial titles to non-print formats.
- Completed extensive project to identify and deaccession 3,000 volumes of superseded United States Federal Documents.



University Libraries leads the research library community in aggressive building of collections of electronic resources.
These collections provide library users with convenient access to research materials 24/7.
Continued increase in their use reinforces our investments in digital content.

**Objective 3.6** *Expand instruction and support of technology tools to support research and scholarship.*

☑ **Action Items Completed**

- Redesigned services and expanded offerings that made technology tools easier to learn about and access.
- Combined services for the circulation location in the Gorgas Music Library with the Main Circulation Desk. Physical media (e.g., CDs, DVDs, etc.) are now available during all library business hours.
- Relocated specialized equipment provided by Sanford Media Center (SMC) to the Main Circulation Desk, expanding access to all library business hours.
- Launched a new web-based visual catalog of library equipment offerings in 2018.
- Made laptops and other specialty equipment available through new online reservation system.
- Piloted a 72-hour laptop checkout program; expanded to all library locations.
- Instituted laptop and iPad checkouts for all branch libraries.
- Expanded technology instruction through point-of-need support, creating online research guides, and hosting of in-person workshops.
- ADHC, SMC, and Data Services unit provided support for technology-heavy scholarship.
- SMC provided instructional support for media-intensive courses throughout the University.
- ADHC and Data Services provided more generalized workshops in the areas of digital scholarship and data-intensive research techniques and tools.



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# GOAL FOUR ACHIEVEMENTS

> **Goal Four:** Re-envision the way we provide space and services for technology tools. Develop, enhance, and sustain a skilled and engaged workforce that can succeed in a changing environment while providing excellent experiences for library users.

*The organization and inner workings of a large, multi-branch research library are more complex than many realize. It is important that the structure, personnel, and reporting lines of the library are developed and managed in a strategic manner that ensures ongoing operational effectiveness. Throughout the course of implementing this strategic plan, University Libraries has dedicated considerable energy to modernizing its organizational profile, as well as developing several new areas of professional practice that promoted an expansion of library services in exciting new directions that better serve the research needs of 21st century scholars.*

*Objective 4.1* *Assess the organizational structure and implement changes that address staffing, skills, and emerging needs to promote a successful learning and research environment.*

### Action Items Completed

- Completed extensive review of University Libraries organizational structure and open positions.
- Appointed new Associate Dean for Research & User Services to lead a newly reorganized grouping of library units including: Circulation Services, Gorgas Information Services, Branch Library Services. Sanford Media Center repositioned under Gorgas Information Services.
- Consolidated Gorgas Library circulation services to a single service location.
- Implemented student wage scale in the summer of 2017.
- Completed a long-term project to modernize, standardize, and consolidate circulation guidelines across all library branches.
- Instruction and outreach to academic departments strengthened through establishment of Library Liaison Program in 2017.
- Library Liaison Program promoted greater standardization of high-impact, value-added services and increased levels of cross-departmental communication.
- Monthly liaison meetings provided opportunities to share examples of successful outreach and service initiatives, as well as brainstorm on existing challenges and opportunities.
- Summer liaison training program established to promote continual professional growth and deeper understanding of the UA research environment.
- Cataloging, acquisitions, E-Resources management, and library systems merged to create a new department—Resource Acquisitions & Discovery.
- Web Services reorganized as Web Technologies & Development to better support ongoing development and maintenance for library web properties, multiple servers that support those properties, third-party content management and discovery solutions, and forward-looking development of stand-alone software applications.
- Merged existing Government Documents unit with newly established unit overseeing organizational assessment and data services.
- Created New tenure-track librarian positions: Head of Assessment & Government Information, Assessment Librarian, Data Services Librarian, Digital Humanities Librarian, Institutional Repository Librarian, Systems & Technical Processes Librarian, Coordinator of Acquisitions & Electronic Resources, Special Collections and Digital Initiatives Librarian, and Coordinator of Creative Media & Instructional Design Librarian.
- Expanded support for media literacy, digital scholarship, specialty research software, data analysis/visualization, and data mining.

**Objective 4.2** *Promote better communication across the University Libraries via formal and informal gatherings to share information.*

✓ **Action Items Completed**
- Increased formal and informal gatherings for library faculty and staff.
- Formal gatherings focused on inter-departmental information sharing and strategic planning.
- Established monthly meeting between Dean and library department heads and coordinators to promote effective organizational management.
- Instituted monthly meeting between Dean and library faculty to promote open and effective communication regarding the most pressing and far-reaching library issues and projects.
- Biannual library-wide breakfast meetings established to provide opportunity to highlight organizational successes, as well as engage all library personnel in discussions regarding strategic planning.
- Liaison summer training program established to support continual professional development.
- Annual tenure workshops established to support awareness and mentor tenure track librarians regarding all requirements surrounding their tenure and promotion requirements.
- Established regular research writing sessions hosted by the Senior Associate Dean to support research productivity among tenure-track librarians.
- In addition to holiday and retirement celebrations, each fall the dean hosted receptions for both faculty and staff.
- Instituted annual celebration for newly tenured faculty across all UA academic departments.

**Objective 4.3** *Encourage participation in wellness and work-life balance initiatives.*

✓ **Action Items Completed**
- Actively promoted University wellness programs, including WellBama and Couch to 5k. Library spaces used to host WellBama Events.
- Participation in events encouraged and actively supported by accommodations that make attendance possible during regular work hours.
- Hosted a variety of speakers and recreational events, including guest lectures, stress management training sessions, new faculty meet and greets, and events that focus on strengthening mindfulness.
- Senior Associate Dean offered lunchtime Restorative yoga sessions and Release & Reflect meditation and expressive writing.

# GOAL FIVE ACHIEVEMENTS

> **Goal Five:** Support a diverse and inclusive environment by providing resources, services, and spaces that promote the varied needs of the faculty, staff, and student body.

*As an organization concerned with promoting the betterment of local and global communities through the provision of impactful information resources and services, University Libraries recognizes the importance of its support for diversity, equity, and inclusion (DEI). Through implementation of its Strategic Plan, University Libraries has taken a holistic approach to supporting UA's commitment to the promotion of DEI within the campus community and beyond. This approach had four areas of focus, including internal training for library personnel, improving accessibility of the library's virtual and physical spaces, increased outreach and support for at-risk and underserved campus communities, and an increased focus on the promotion of collections that highlight matters of social justice or the cultural and intellectual contributions of traditionally marginalized communities.*

**Objective 5.1** *Curate exhibits and explore opportunities for public programs and events that are of interest to a broader community.*

### ✓ Action Items Completed

- Established University Libraries Diversity Committee to provide leadership and guidance in the areas of equity, inclusion, and diversity. The committee makes recommendations for programming, services, and partnering with campus groups to promote, support, and sponsor events to celebrate a diverse campus.
- Regularly hosted Diversity, Equity, and Inclusion related events, including classroom diversity and inclusion workshops, the Discerning Diverse Voices Research Symposium, and diversity advocate training sessions.
- Hosted lectures including Exploring Diversity in Children's Poetry, Quarantining and Disciplining Black Bodies and Black Freedom in the Civil War, and The Life and Legacy of B.B. King: A Mississippi Blues.
- Hosted themed movie nights that focused on topics surrounding cultural heritage and other diversity-related topics.
- Hosted events for the UA Crossroads Diversity Program, including lectures, film screenings, and other social gatherings such as the Inclusive Campus Breakfast.
- Implemented support for UA Safe Zone program, which promotes equity and inclusion for LGBTQIA+ individuals and their allies. Safe Zone regularly held training sessions in University Libraries facilities.
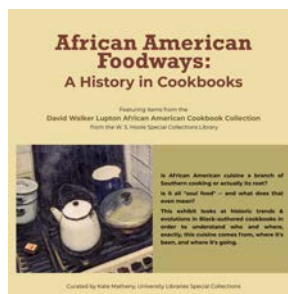
***Objective 5.1 Continued*** *Curate exhibits and explore opportunities for public programs and events that are of interest to a broader community.*

**✓ Action Items Completed**

- Provided DEI training to library personnel on a variety of topics, including service animal support, website accessibility standards, inclusive instructional practice, and identifying and preventing workplace discrimination and harassment.
- Remodeled Gorgas Library restrooms and made ADA compliant.
- Installed ADA-compliant elevator in Gorgas Library.
- All web properties, including the library's main website, as well as peripheral research guides and digital learning objects were evaluated on an ongoing basis, adhering to WCAG 2.0 accessibility standards.
- Expanded outreach to Capstone Center for Student Success in support of Alabama REACH Program, First Generation Scholarships Program, and the Student Supports Services TRIO Program.
- Incorporated accessibility into Liaison librarians' classroom teaching practices.
- Updated instructional request form to promote communication between librarians and course instructors regarding accessibility-related accommodations.
- Provided extensive curricular support for "Southern Memory: Lynching in the South" resulting in successful collaboration between UA students and the Equal Justice Initiative. This research led to the placement of a historical marker in downtown Tuscaloosa.
- Special Collections focused efforts on projects and exhibits that highlighted traditionally marginalized communities.
- Curated "Natives and Newcomers: A Hidden History," an exhibit that examined cultural interchange between European Americans, African Americans, and Native Americans.
- Created web research portals to expand access to collections detailing the African American experience relative to Slavery, Abolition, Emancipation, and life during the Jim Crow era.
- Provided research consultation and images for an exhibit on the 125th anniversary of Women at UA.
- Launched an LGBTQIA+ digital exhibit, Empowering Voices, providing digital access to the Alabama Forum newsletter, the Billy Jack Gaither Collection, the Miller-Stephens GLBTQ UA Student Organization Collection, and the Tuscaloosa Lesbian Coalition Records.
- Special Collections focused efforts on projects connected to Alabamian and southern exploration and Latin America, particularly Mexico and Brazil.

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