

UNIVERSITY OF NORTH TEXAS  
LIBRARIES

---

UNIT STRATEGIC PLAN FY07 – FY11

The UNT Libraries' Response to the University of North Texas  
Academic Plan, 2005

Prepared by

B. Donald Grose, Dean

Melody Kelly, Associate Dean

Susan Paz, Assistant Dean, Financial Affairs

Diane Wahl, Visiting Librarian, Planning, Assessment, and Training

Nancy Reis, Library Associate II, Digital Projects

Dreanna Belden, Visiting Librarian, Grants and Development

Erin O'Toole, Librarian, Science and Technology

January, 2006

## Based upon Reports Prepared by:

### Task Force on Information Control:

Gayla Byerly, Librarian, Humanities and Social Sciences  
Danielle Cain, co-chair, Librarian, Technical Services  
Susannah Cleveland, Librarian, Music  
Todd Enoch, Library Specialist II, Technical Services  
Perri Hamilton, Library Specialist II, Archives  
Frances May, Librarian, User Education  
Jo Monahan, Librarian, LAN/PC Management  
Betty Monterroso, Library Specialist III, Government Documents  
Erin O'Toole, co-chair, Librarian, Science and Technology  
Mark Phillips, co-chair, Librarian, Digital Projects  
Garrett Rumohr, Computer Support Specialist IV, LAN/PC Management  
Cathy Sassen, Librarian, Technical Services  
Beth Thomsett-Scott, Librarian, Science and Technology  
Randy Wallace, Librarian, Research Park Library  
Neena Weng, Visiting Librarian, Multimedia Development Lab

### Task Force on Library as Place:

Rebecca Barham-Johnson, Librarian, Humanities and Social Sciences  
Lisa Brown, Library Specialist III, Science and Technology  
Laure Chrisman, Library Associate I, Technical Services  
Diane Davis, Library Associate I, Media Library  
Krysta Kaye, co-chair, Computer Support Specialist IV, LAN/PC Management  
Nancy Reis, co-chair, Library Associate II, Digital Projects

### Task Force on Affect of Service:

Monika Antonelli, Librarian, Humanities and Social Sciences  
Donna Arnold, Librarian, Music  
Dreanna Belden, co-chair, Visiting Librarian, Grants and Development  
Annie Downey, Visiting Librarian, Humanities and Social Sciences  
Valerie Glenn, co-chair, Librarian, Government Documents  
Pam Johnston, Librarian, Interlibrary Loan and Document Delivery  
Erica Overstreet, Library Specialist III, Government Documents  
Joanne Riggs, Library Associate I, Technical Services  
Mary Ann Venner, Library Associate I, Circulation  
Martin Wallace, Library Specialist III, Research Park Library

# TABLE OF CONTENTS

---

<b>I. External and Internal Forces .....</b>	<b>I-1</b>
<b>UNT Libraries' Mission (1996) .....</b>	<b>I-1</b>
<b>Trends in Higher Education .....</b>	<b>I-1</b>
<b>Benchmarks for Planning and Assessment .....</b>	<b>I-2</b>
<b>Response to the University's Planning Documents .....</b>	<b>I-3</b>
<b>II. Executive Summary .....</b>	<b>II-1</b>
<b>III. Themes</b>	
<b>Theme 1: Information Control: Electronic Interface.....</b>	<b>III-1</b>
<b>Goal 1.1: Explore Opportunities to Deliver Information Through                 Multiple Avenues.....</b>	<b>III-1</b>
<b>Goal 1.2: Redesign the Libraries' Web Site and Establish                 Centralized Control for Ongoing Management.....</b>	<b>III-2</b>
<b>Goal 1.3: Provide Students with Software and Communication                 Packages.....</b>	<b>III-2</b>
<b>Goal 1.4: Provide Federated Searching.....</b>	<b>III-2</b>
<b>Theme 2: Information Control: Collections – Electronic and Tangible....</b>	<b>III-3</b>
<b>Goal 2.1: Evaluate Current Collections.....</b>	<b>III-4</b>
<b>Goal 2.2: Increase and Enrich the Content of the UNT Libraries'                 Online Catalog.....</b>	<b>III-5</b>
<b>Goal 2.3: Improve Access to Electronic and Tangible Collections..</b>	<b>III-5</b>
<b>Goal 2.4: Ensure Preservation of Electronic and Tangible                 Collections.....</b>	<b>III-5</b>
<b>Theme 3: Information Control: Instruction.....</b>	<b>III-6</b>
<b>Goal 3.1: Expand and Update Library Instructional Facilities                 and Equipment.....</b>	<b>III-7</b>
<b>Goal 3.2: Develop and Refine Web-Based Instructional                 Resources.....</b>	<b>III-7</b>
<b>Goal 3.3: Collaborate with Faculty to Expand Advanced                 Information Literacy.....</b>	<b>III-8</b>
<b>Goal 3.4: Collaborate with the Center for Distributed Learning                 and the Center for Teaching, Learning, and                 Assessment.....</b>	<b>III-8</b>
<b>Goal 3.5: Train Library Staff and Reallocate Staff.....</b>	<b>III-9</b>

<b>Theme 4: Information Control: Outreach and Marketing.....</b>	<b>III-9</b>
<b>Goal 4.1: Develop and Implement a Long-Term Marketing</b>	
<b>Plan.....</b>	<b>III-10</b>
<b>Goal 4.2: Expand Outreach Activities.....</b>	<b>III-10</b>
<b>Goal 4.3: Collaborate with Other UNT Departments and Units...</b>	<b>III-11</b>
<b>Theme 5: Library As Place.....</b>	<b>III-11</b>
<b>Goal 5.1: Define the Roles of the Library Facilities on Campus...</b>	<b>III-12</b>
<b>Goal 5.2: Facilitate Learning with Thoughtfully-Designed</b>	
<b>Public Spaces.....</b>	<b>III-12</b>
<b>Goal 5.3: Redesign Staff Workspaces for Efficient Use and</b>	
<b>Elimination of Overcrowding.....</b>	<b>III-13</b>
<b>Goal 5.4: Increase Remote Storage Space.....</b>	<b>III-13</b>
<b>Theme 6: Affect of Service.....</b>	<b>III-13</b>
<b>Goal 6.1: Improve Customer Service Through Recruitment,</b>	
<b>Development, and Retention of Qualified Staff.....</b>	<b>III-14</b>
<b>Goal 6.2: Develop a Plan to Increase Access to Technology and</b>	
<b>Workspaces.....</b>	<b>III-14</b>
<b>Goal 6.3: Improve Services and Practices Across the UNT</b>	
<b>Libraries.....</b>	<b>III-14</b>
<b>IV. Assessment of the Libraries' Unit Strategic Plan.....</b>	<b>IV-1</b>
<b>Project and Portfolio Management.....</b>	<b>IV-1</b>
<b>LibQUAL+™ Survey and the Survey of Organizational</b>	
<b>Excellence.....</b>	<b>IV-1</b>
<b>V. Financial Implications of the Libraries' Unit Strategic Plan in Response</b>	
<b>to the University's Academic Plan.....</b>	<b>V-1</b>

## **I. External and Internal Forces that Affect the UNT Libraries' Unit Strategic Plan**

The mission of the University of North Texas Libraries is to acquire, preserve, provide access to, and disseminate recorded knowledge in all its forms. Access will be provided increasingly through electronic networks and consortial arrangements. The Libraries, through traditional methods and through digital information resources, provide bibliographic, reference, and instructional support to assist the university's programs of teaching, research, scholarly and creative production, and public service. [1996]

### **Trends in Higher Education and Academic Libraries**

Ten years ago the UNT Libraries developed a mission statement that represented the environmental realities of higher education, the University of North Texas and the University of North Texas Libraries. At that time, physical space, the need for large classrooms, and the reliance upon both face-to-face instruction and tangible materials defined both the University and the Libraries. But the Libraries' 1996 mission statement acknowledged a technological future, the dissemination of recorded knowledge in multiple formats, including digital, and the need for an increased reliance on consortial partnerships.

Today Dr. James G. Neal, Vice President for Information Services and University Librarian, Columbia University, sees a higher education environment of "heightened anxiety, disruption and chaos" that offers "extraordinary opportunities" for academic libraries at the same time that they are challenged by "disruptive user expectations." (James G. Neal, "Information Anarchy or Information Utopia?" *Chronicle of Higher Education*, December 9, 2005, 1-3, <http://chronicle.com/weekly/v.52/i16/16b02302.htm>)

Dr. Neal points out that for an academic library to be successful it must be able to demonstrate that it can "enhance the student experience . . . [and] contribute to successful graduates, productive faculty members, and efficient administrators." (Neal, 1) For this to happen, the library must effectively integrate into the academic enterprise; partner with faculty colleagues; support technology-enhanced and online education; create, acquire, archive, and preserve digital content for research and education; take on the role of scholarly publisher; continue to acquire, synthesize, serve and preserve information; and collaborate with groups and organizations in cooperative ventures while becoming an entrepreneur in the information marketplace. (Neal, 1-3)

This description of the current and future role for academic libraries includes many of the characteristics identified in the UNT Libraries' 1996 Mission Statement. But today, the previously unknown technological future is the Libraries' reality. Ongoing technological changes will both shape and influence the UNT Libraries' five-year strategies and will also affect the university-wide implementation of the Academic Plan.

The UNT Libraries are uniquely positioned to meet the challenges and seize the opportunities outlined by Dr. Neal. Within the past five years the UNT Libraries identified and re-directed resources to develop a reliable, high-capacity information technology (IT) infrastructure with the requisite level of talented IT professionals to manage the increasing emphasis on electronic information. Library staff participated in national research and development initiatives related to digital information preservation and standards. They also worked closely with the UNT Center for Distributed Learning and the Computing and Information Technology Center. With this five-year strategic plan, the UNT Libraries will build upon these competencies and initiatives to meet the current and future information needs of the UNT community.

## **Benchmarks for Planning and Assessment**

To set benchmarks for customer services and internal organizational effectiveness, the UNT Libraries participated in the national LibQUAL+™ library customer satisfaction survey, spring 2005, and the statewide Survey of Organizational Excellence for Texas higher education agencies, fall 2004. These activities now provide the foundation for the Libraries' response and support of the UNT Academic Plan.

The LibQUAL+™ survey, developed by the Association of Research Libraries in partnership with the Texas A&M University Libraries, is a web-based survey used by over 550 libraries in the United States, Canada, the United Kingdom, Europe, and Australia. The survey collects data on user perceptions of the quality of library collections, services, and both physical and virtual environments. Libraries use these data to identify areas in need of improvement and develop strategies for improvements.

The UNT Libraries first administered the LibQUAL+™ survey in the spring of 2005. Many respondents made comments in addition to their responses to the survey questions. The comment data illuminate the reasons behind the responses.

In 2005 the following survey results stood out:

- Enthusiasm about the availability of electronic resources.
- Desire for more online services.
- Desire for improved electronic interface to both resources and services.
- Importance of library instruction.
- Importance of library support for distributed learning.
- Need for a marketing strategy to ensure that the UNT community is aware of available resources and services.
- Dissatisfaction with unwelcoming, outdated physical facilities.
- Conflicting needs for space for group work and private study.

The Libraries used this information to identify goals and strategies for the next five years. The Libraries plan to re-administer the LibQUAL+™ survey every two years to monitor

the success of the unit's strategic plan goals and strategies and to identify new issues as early as possible. The next scheduled survey is Spring 2007.

While the LibQUAL+™ survey assesses the UNT community's satisfaction with the Libraries' resources, services, and environment, the Survey of Organizational Excellence (SOE) collects data on employee perceptions of the UNT Libraries as a place to work. The Organizational Excellence Group in the School of Social Work at the University of Texas at Austin designed this survey instrument.

Many of the characteristics assessed by this survey affect an organization's ability to improve and change to meet new expectations. Improvement as an organization can have a significant effect on the Libraries' execution of its strategic plan initiatives. The Libraries plan to re-administer the SOE every two years to monitor the effectiveness of its organizational improvement strategies. The next scheduled survey is Fall 2006.

### **Response to the University's Planning Documents**

As individuals and as an organization, the Libraries share the University's core values and support the Academic Plan's common themes. Support for each of the Academic Plan's Strategic Initiative areas is outlined using the LibQUAL+™ survey's key result areas: Information Control, Library As Place, and Affect of Service. Throughout the Libraries' Strategic Plan, references are made to specific core values, common themes, and strategic initiative areas in the UNT Academic Plan. These references appear as bracketed references using the abbreviation of "AP," a page number, and phrases for clarification.

## II. Executive Summary

### Executive Summary for UNT Libraries' Unit Plan

Unit Name: University Libraries

Date Submitted: 1-23-06

Contact Person(s): Donald Grose, [dgrose@library.unt.edu](mailto:dgrose@library.unt.edu) , ext. 3025; and Melody Kelly, [mkelly@library.unt.edu](mailto:mkelly@library.unt.edu), ext. 3023

#### **Unit Mission:**

The mission of the University of North Texas Libraries is to acquire, preserve, provide access to, and disseminate recorded knowledge in all its forms. Access will be provided increasingly through electronic networks and consortial arrangements. The Libraries, through traditional methods and through digital information resources, provide bibliographic, reference, and instructional support to assist the university's programs of teaching, research, scholarly and creative production, and public service. [1996]

#### **Summary of the Unit Plan:**

The UNT Libraries' Strategic Plan for FY07-FY11 describes the current and future roles of academic libraries and the specific activities that positioned the UNT Libraries to effectively respond to the University's Academic Plan. The UNT Libraries' Unit Strategic Plan is organized by the themes with goals, strategies, and assessments. Additional sections include benchmarks and financial implications.



<b>Brief summary of the Relationship between the Unit Plan and the UNT Plan</b>
<p><b>Unit Initiative or Activity: Information Control: Electronic Interface:</b> The Libraries Electronic Interface is the key point of interaction and communication among learners, the Libraries, and the UNT community. Offering efficient, effective, and satisfying access to the Libraries’ resources ensures critical access to vital information.</p>
<p><b>Strategic Initiatives in the UNT Academic Plan related to your initiative:</b>  AP, p.1, Mission: “discovery and application of knowledge”; AP, p.2, Opportunity and Inclusiveness: “use of technology to overcome geographical barriers”; AP, p.3, Scholarship and Research: “rich library resources”; AP, p.2, “Building on our powerful legacy...”; AP, p.3, Scholarship and Research: “rich library resources”; AP, p.4, Interdisciplinarity</p>
<p><b>Target - Goal 1.1: Explore opportunities to deliver information through multiple avenues.</b>  Milestones - Quick Targeted Response; Two-Year Strategy (See pages III-1 and III-2.)</p>
<p><b>Target - Goal 1.2: Redesign the Libraries’ web site and establish centralized control for ongoing management.</b>  Milestones – Quick Targeted Response; Two-Year Strategies (See page III-2.)</p>
<p><b>Target - Goal 1.3: Provide students with software and communication packages on public workstations.</b>  Milestones – Quick Targeted Responses; Two-Year Strategy (See page III-2.)</p>
<p><b>Target - Goal 1.4: Provide federated searching that allows integrated simultaneous searching across collections. Federated searching supports a “new framework of scholarship” and “encourages connected discoveries.”</b>  Milestones –Two-Year Strategies (See pages III-2 and III-3.)</p>
<p>Additional Resources Required: If the Libraries’ receive the additional support requested in <b>Information Control: Collections – Electronic and Tangible</b>, funding for Goal 1.1 – 1.4 will come from the annual library fee revenues and reserves.</p>

**Brief summary of the Relationship between the Unit Plan and the UNT Plan**

**Unit Initiative or Activity: Information Control: Collections – Electronic and Tangible:** The goals in this area acknowledge the high costs required for the continuous improvement, currency, and accessibility to the UNT Libraries' collections. Taking greater advantage of document delivery and free electronic resources are cost-effective methods to provide up-to-date research information to the UNT community.

**Strategic Initiatives in the UNT Academic Plan related to your initiative:** AP, p.1, Vision: "recognized for education, research..."; Vision: "innovations in the enhancement of learning"; AP, p.2, Students and Learning: "supported by a rich learning environment"

**Target - Goal 2.1: Evaluate current collections with regard to UNT's curriculum, research and scholarship.**

Milestones – Quick Targeted Responses; Two-Year Strategies; Five-Year Strategy (See page III-4.)

**Target - Goal 2.2: Increase and enrich the content of the UNT Libraries' online catalog.**

Milestones – Quick Targeted Responses; Two-Year Strategies; Five-Year Strategy (See page III-5.)

**Target – Goal 2.3: Improve access to electronic and tangible collections.**

Milestones – Two-Year Strategies; Five-Year Strategies (See page III-5.)

**Target - Goal 2.4: Ensure preservation of electronic and tangible collections.**

Milestones – Two-Year Strategies; Five-Year Strategy (See pages III-5 and III-6.)

Additional Resources Required: **At least \$750,000 per year in supplemental support.** For FY07 this amount represents a 6% increase in the Libraries' overall budget with a large part of this amount targeted for the materials budget. This increase in the materials budget will be coupled with a planned review of all print and electronic serials and a move to greater emphasis on document delivery and free resources as stated in the Libraries' Unit Strategic Plan. If additional support is not given, the Libraries' strategic goals will be revised. (See Financial Implications of the Libraries' Unit Strategic Plan pages V-1 and V-2.)

**Brief summary of the Relationship between the Unit Plan and the UNT Plan**

**Unit Initiative or Activity: Information Control: Instruction:** Instruction provided by the UNT Libraries focuses on information literacy and promotes the development of critical thinking skills and lifelong learning in UNT students.

**Strategic Initiatives in the UNT Academic Plan related to your initiative:** AP, p.3, Scholarship and Research: “lifelong process of critical reflection”; AP, p.5, Undergraduate Education, initiatives, bullets 1–3; AP, p.6, Graduate Education: “moves a scholar...to a level of *mastery*”; AP, p.2, Opportunity and Inclusiveness: “use of technology to overcome geographical barriers”; AP, p. 2, Students and Learning: “supported by a rich learning environment”

**Target - Goal 3.1 Expand and update library instructional facilities and equipment to support the development of critical thinking and to create a rich learning environment.**

Milestones – Quick Targeted Responses; Two-Year Strategies; Five-Year Strategies (See page III-7.)

**Target - Goal 3.2 Develop and refine web-based instructional resources.**

Milestones – Quick Targeted Responses; Two-Year Strategies (See pages III-7 and III-8.)

**Target – Goal 3.3 Collaborate with faculty to expand advanced information literacy instruction for junior, senior, and graduate students.**

Milestones – Quick Targeted Response; Two-Year Strategies; Five-Year Strategy (See page III-8.)

**Target - Goal 3.4 Collaborate with the Center for Distributed Learning (CDL) and the Center for Teaching, Learning and Assessment (CTLA) on the University’s QEP program.**

Milestones – Quick Targeted Responses; Two-Year Strategies (See page III-8.)

**Target - Goal 3.5 Train library staff and reallocate staff time to support Goals 3.2 - 3.4.**

Milestones – Quick Targeted Responses; Two-Year Strategies; Five-Year Strategy (See page III-9.)

**Additional Resources Required:** If the Libraries’ receive the additional support requested in **Information Control: Collections – Electronic and Tangible**, funding for Goal 3.1 – 3.5 will come from the annual library fee revenues.

<b>Brief summary of the Relationship between the Unit Plan and the UNT Plan</b>
<p><b>Unit Initiative or Activity: Information Control: Outreach and Marketing:</b> Marketing communicates to the University and Dallas and Fort Worth regional communities the library resources and services that are available to support research and scholarship at UNT.</p>
<p><b>Strategic Initiatives in the UNT Academic Plan related to your initiative:</b> AP, p.5, Undergraduate Education, initiatives, bullet 7; AP, p.3, Partnerships and Outreach: “we share ideas, resources, and opportunities”; “collaborative work in the North Texas region”</p>
<p><b>Target - Goal 4.1: Develop and implement a long-term marketing plan for the Libraries.</b> Milestones – Quick Targeted Response; Two-Year Strategy; Five-Year Strategy (See page III-10.)</p> <p><b>Target - Goal 4.2: Expand outreach activities on the UNT campus and in the Dallas-Fort Worth area.</b> Milestones – Quick Targeted Response; Two-Year Strategies; Five-Year Strategies (See pages III-10 and III-11.)</p> <p><b>Target – Goal 4.3: Collaborate with other UNT departments and units whenever possible to publicize the Libraries’ resources and services.</b> Milestones – Quick Targeted Response; Two-Year Strategy (See page III-11.)</p>
<p>Additional Resources Required: If the Libraries’ receive the additional support requested in <b>Information Control: Collections – Electronic and Tangible</b>, funding for Goal 4.1 – 4.3 will come from the annual library fee revenues and reserves.</p>

<b>Brief summary of the Relationship between the Unit Plan and the UNT Plan</b>
<p><b>Unit Initiative or Activity: Library as Place:</b> While the Information Control themes in the Libraries' Strategic Plan emphasize the electronic environment and services, the Libraries continue to provide an important physical presence to the UNT community. Comments on previous library surveys describe the current setting of the Willis Library, Science and Technology Library, and Library Annex as "institutional."</p>
<p><b>Strategic Initiatives in the UNT Academic Plan related to your initiative:</b> AP, p.3, Community and Connectivity</p>
<p><b>Target - Goal 5.1: Define the roles of the library facilities on campus.</b> Milestones – Quick targeted response (See page III-12.)</p> <p><b>Target - Goal 5.2: Facilitate learning with thoughtfully-designed public spaces and an attractive, welcoming atmosphere.</b> Milestones – Quick targeted responses; Two-Year Strategies; Five-Year Strategy (See page III-12.)</p> <p><b>Target – Goal 5.3: Redesign staff workspaces for efficient use and elimination of overcrowding.</b> Milestones – Two-Year Strategies; Five-Year Strategy (See page III-13.)</p> <p><b>Target - Goal 5.4: Increase remote storage space to allow for collection growth and for reconfiguration of public areas within the Libraries' facilities.</b> Milestones – Two-Year Strategies; Five-Year Strategy (See page III-13.)</p>
<p>Additional Resources Required: If the Libraries' receive the additional support requested in <b>Information Control: Collections – Electronic and Tangible</b>, funding for Goal 5.1 – 5.4 will come from the annual library fee revenues and reserves.</p>

<b>Brief summary of the Relationship between the Unit Plan and the UNT Plan</b>
<p><b>Unit Initiative or Activity:</b> <b>Affect of Service:</b> Providing quality customer service in the Libraries ensures that individual students, faculty, staff, and community members feel comfortable and confident using the collections and services. To support this activity successfully the Libraries must invest in and value staff. This investment will foster loyalty to the University and better service to the UNT community.</p>
<p><b>Strategic Initiatives in the UNT Academic Plan related to your initiative:</b> AP, p.2, Students and Learning; AP, p.8, Research and Scholarship, activities, bullet 7; AP, p.2, Students and Learning: “strong student services”; AP, p.5, Undergraduate Education, initiatives, bullet 3; AP, p.3, Community and Connectivity: “welcoming environment”; “service to the university”</p>
<p><b>Target - Goal 6.1: Improve customer service through recruitment, development and retention of qualified staff.</b> Milestones – Quick Targeted Response; Two-Year Strategies (See page III-14.)</p> <p><b>Target - Goal 6.2: Develop a plan to increase access to technology and workspaces to support a community of learning.</b> Milestones – Quick Targeted Responses; Two-Year Strategy; Five-Year Strategy (See page III-14.)</p> <p><b>Target – Goal 6.3: Improve services and practices across the UNT Libraries.</b> Milestones – Quick Targeted Responses; Two-Year Strategies; Five-Year Strategy (See pages III-14 and III-15.)</p>
<p><b>Additional Resources Required:</b> If the Libraries’ receive the additional support requested in <b>Information Control: Collections – Electronic and Tangible</b>, funding for Goal 6.1 – 6.3 will come from the annual library fee revenues.</p>

### III. Themes

#### Theme 1: Information Control: Electronic Interface

Definition of the Theme: Effective use of technology allows the UNT Libraries to serve the UNT community regardless of geographic location. Because innovations in technology drive critical information delivery and access services, the Libraries continuously investigate and embrace emerging technologies to improve support of the UNT Academic Plan. The most important aspect of this support is providing vital information resources and services to students and researchers engaged in learning, research, and creative activities. [AP, p. 1, Mission: “discovery and application of knowledge”] The Libraries’ electronic interface is the key point of interaction and communication among learners, the Libraries, and the UNT community. Offering efficient, effective, and satisfying access to the Libraries’ resources ensures critical access to vital information. Continuous improvement in the Libraries’ electronic interface is crucial because UNT is a leader in electronically delivered education

Currently the UNT Libraries provide access to information through four channels: the online library catalog, electronic journals and databases, digital collections, and the library website. [AP, p. 2, Opportunity and Inclusiveness: “use of technology to overcome geographical barriers”] Information seekers who depend on the electronic interfaces include undergraduate and graduate students, faculty, staff, distributed learning students, non-traditional students, and potentially any user of the Internet. The needs, abilities, and expectations of this diverse community will change with each new generation and will require a complex and continually evolving electronic interface environment. Remaining technologically static will not meet the needs of the Academic Plan or the Libraries’ Unit Strategic Plan.

Assessment: Refer to Section IV. Assessment of the Libraries' Unit Strategic Plan.

**Goal 1.1: Explore opportunities to deliver information through multiple avenues.**  
[AP, p. 3, Scholarship and Research: “rich library resources”]

Quick Targeted Responses:

- Investigate using my.unt.edu to provide customized information services.
- Investigate emerging technologies and determine possible applications to library services.
- Explore new opportunities to deliver content by working with other content providers and aggregators.
- Capitalize on our unique digital collections.

Two-Year Strategy:

- Investigate the creation of a “myLibrary,” a value-added service that delivers targeted resources to students and researchers based on their courses and disciplines.

**Goal 1.2: Redesign the Libraries’ web site and establish centralized control for ongoing management.**

Quick Targeted Responses:

- Centralize web management responsibilities.
- Provide a new content management system (CMS) for the Libraries’ web site.
- Ensure individual departments retain authority over their web content.

Two-Year Strategies:

- Redesign the Libraries’ web site to take advantage of new technologies that will allow more effective delivery of information and research materials.
- Develop and implement a web site maintenance plan that includes site review, regular usability testing, and a schedule for future redesigns.

**Goal 1.3: Provide students with software and communication packages on public workstations.**

Quick Targeted Response:

- Implement a plan for providing students access to basic productivity software outside the student lab environments. Access to these technological tools will assist students in meeting “the challenges of the future with creativity and purpose.” [AP, p. 2, “**Building on our powerful legacy....**”]

Two-Year Strategy:

- Continue identifying new software that will support students in their learning outcomes.

**Goal 1.4: Provide federated searching that allows integrated simultaneous searching across collections. Federated searching supports a “new framework of scholarship” and “encourages connected discoveries.”**

[AP, p. 3, **Scholarship and Research: “rich library resources;”** AP, p. 4, **Interdisciplinarity**]

Two-Year Strategies:

- Assemble a task force to investigate and coordinate development of a federated search system for the UNT Libraries.



- Invite Dr. William Moen from SLIS to provide input and possible guidance building on his experience with the Library of Texas project, which created a federated search system for library catalogs across the state.

## **Theme 2: Information Control: Collections – Electronic and Tangible**

Definition of the Theme: The UNT Libraries’ collections include over 5.7 million cataloged items in a wide variety of formats. The tangible collections (print, micro-formats, sound recordings, etc.) are housed in five libraries located in five separate buildings, as well as in a remote storage facility. The Libraries also provide an extensive electronic collection, including but not limited to databases, journals, and books, through the University Libraries' website < <http://www.library.unt.edu> >. As custodians of these tangible and electronic collections, the Libraries have a responsibility to ensure their duration and availability through adequate preservation.

The Libraries must keep the content and format of the collections current to support outstanding undergraduate and graduate education, and competitive research and scholarship at the University. [AP, p. 1, Vision: “**recognized for education, research....**”] Additionally, the Libraries must continually improve access to the collections to encourage and support innovative pedagogy, distributed learning, and undergraduate and graduate development of research skills. [AP, p. 1, Vision: “**innovations in the enhancement of learning**”]

Like all academic libraries, the UNT Libraries face the challenge of balancing ownership of information resources with access to them. The sky-rocketing costs of scholarly journals and other serial subscriptions outstrip the budget growth of most academic libraries. The cost of subscriptions is a substantial portion of the Libraries’ annual budget. The UNT Libraries are evaluating and reducing the number of current serial subscriptions to fund the purchase of other materials and will apply part of the savings from serial cancellations to purchasing document delivery services.

Document delivery services “...provide individual customers and users with copies of documents (mainly articles published in scientific journals) on demand” and allows the libraries to meet information needs from a greater variety of academic disciplines than they could by purchasing more serial subscriptions. (Institute for Information Law, University of Amsterdam, The Netherlands, *Copyright and Electronic Document Delivery Services: Background Document, Concertation Meeting on Copyright and Electronic Delivery Services*, Luxembourg, November 29, 1993, 1.2, [www.ivir.nl/publications/hugenholtz/PBH6.doc](http://www.ivir.nl/publications/hugenholtz/PBH6.doc) )

Improving access to reputable, scholarly, free resources is another strategy to cope with the high costs of electronic subscription services. The Libraries already participate in state and federal document depository programs and routinely receive both tangible and electronic information through these programs. Not-for-profit organizations develop and

make available for scholarly use similarly valuable materials through a variety of methods including open access initiatives. Open access initiatives make information freely available "... on the public Internet, permitting any users to read, download, copy, distribute, print, search, or link to the full texts of these articles, crawl them for indexing, pass them as data to software, or use them for any other lawful purpose, without financial, legal, or technical barriers other than those inseparable from gaining access to the Internet itself. The only constraint on reproduction and distribution, and the only role for copyright in this domain, should be to give authors control over the integrity of their work and the right to be properly acknowledged and cited." (*Budapest Open Access Initiative: Frequently Asked Questions*, last revised November 15, 2005, <http://www.earlham.edu/~peters/foa/boiafaq.htm#openaccess> )

The goals and strategies below address the continuous challenge of improving the currency and accessibility to the UNT Libraries' collections while expanding document delivery services and taking greater advantage of free electronic resources as cost-effective methods to provide up-to-date research information to the UNT community. These strategies will help create a rich environment for learning and knowledge creation. [AP, p. 2, **Students and Learning: "supported by a rich learning environment"**]

Assessment: Refer to Section IV. Assessment of the Libraries' Unit Strategic Plan.

**Goal 2.1: Evaluate current collections with regard to UNT's curriculum, research and scholarship.**

Quick Targeted Responses:

- Investigate the expansion of document delivery services to support interdisciplinary scholarship.
- Create an interactive, online evaluation tool for print journals.
- Develop strategies to routinely select and make available free resources.

Two-Year Strategies:

- Identify academic program changes and structure support accordingly.
- Make available the document delivery services best-suited to the curriculum and research needs of UNT students and faculty.
- Implement routine use of circulation and interlibrary loan reports to guide collection development.
- Create an online, interactive evaluation tool for electronic journals.
- Investigate participation in open access initiatives.

Five-Year Strategy:

- Implement the evaluation of electronic journals.

**Goal 2.2: Increase and enrich the content of the UNT Libraries' online catalog.**

Quick Targeted Responses:

- Add notes and mapping to the catalog to improve item location information.
- Investigate vendors of catalog enrichment notes, such as reviews and tables of contents.
- Convert high priority card catalog records to the online catalog.

Two-Year Strategies:

- Implement discussion and training to achieve consistent cataloging and access practices.
- Depending upon cost, contract with a vendor of catalog enrichment notes.
- Implement the long-term plan for converting remaining card catalog records to the online catalog.
- Develop a plan to catalog the “hidden library” that is currently accessed only by internal finding aids.

Five-Year Strategy:

- Establish oversight processes for cataloging and access practices.

**Goal 2.3: Improve access to electronic and tangible collections.**

Two-Year Strategies:

- Identify and prioritize tangible collections in the Libraries for digitization.
- Work with other not-for-profit organizations to digitize and/or host unique, culturally significant materials for scholarly research.
- Seek grant funding for digitization projects.

Five-Year Strategies:

- Digitize key collections of the UNT Libraries.
- Participate as needed in the development of a digital repository for the University of North Texas.
- Participate in national digital preservation research initiatives and seek appropriate funds.

**Goal 2.4: Ensure preservation of electronic and tangible collections.**

Two-Year Strategies:

- Implement best practices in preservation of electronic and tangible collections.
- Implement an up-to-date preservation plan to ensure the durability of the collections.

Five-Year Strategy:

- Establish oversight processes for preservation practices.

### **Theme 3: Information Control: Instruction**

Definition of the Theme: Instruction provided by the UNT Libraries focuses on information literacy and promotes the development of critical thinking skills and lifelong learning in UNT students. [AP, p. 3, **Scholarship and Research: “lifelong process of critical reflection”**] The American Library Association defines information literacy as the ability to “recognize when information is needed” and the ability to “locate, evaluate, and use effectively the needed information.” (American Library Association, Presidential Committee on Information Literacy. *Final Report*. Chicago: American Library Association, 1989, <http://www.ala.org/ala/acrl/acrlpubs/whitepapers/presidential.htm> )

The User Education Department coordinates the Libraries’ instruction activities for the UNT community. During the 2004-2005 academic year, the Libraries’ reached over 9,700 students through formal instruction programs. The majority of library instruction occurs in high enrollment undergraduate courses of the type that the University is targeting for its Quality Enhancement Plan (QEP). Library staff will actively participate in the QEP.

Undergraduate instruction covers basic competencies of information literacy, but students also need to develop advanced competencies. [AP, p. 5, **Undergraduate Education, initiatives, bullets 1-3**] Research at the junior, senior, and particularly the graduate level requires a working knowledge of subject-specific resources and the ability to evaluate and synthesize retrieved information to achieve mastery of the discipline. [AP, p. 6, **Graduate Education: “moves a scholar...to a level of mastery”**] Currently library staff provide instruction in these skills when requested, but do not offer a formal advanced instruction program. Reallocation of library staff to provide expanded instruction may meet this need, but success with these upper level students will require the cooperation of academic units.

The Libraries’ main instructional facilities are located in three buildings: the Willis Library, the Information Sciences Building (ISB), and Research Park. The Research Park Library’s new teaching space is equipped with recent technology and 30 student workstations. The older Willis Library and ISB teaching spaces have limited numbers of computer workstations and outdated equipment. The University’s average class size exceeds the seating capacities in Willis and ISB, so students must often share computers during instruction. The existing computer equipment and furnishings make it difficult for students to see the instructor and take notes during classes. In recognition of the Academic Plan’s emphasis on instruction, the Libraries plan to renovate the Willis and ISB facilities to create rich learning environments.

For students who cannot attend on-campus classes, the UNT Libraries overcome geographical barriers by providing web-based resources through the Libraries' web site. [AP, p. 2, **Opportunity and Inclusiveness: "use of technology to overcome geographical barriers"**] Library staff develop online subject guides, class assignment resource pages, and short interactive tutorials to assist students and faculty with their studies and research. They also teach basic and advanced information literacy competencies through selected WebCT courses. The "Librarian in the Online Classroom" program already supplements courses in the College of Engineering, Departments of English and Chemistry, and the School of Library and Information Sciences.

Assessment: Refer to Section IV. Assessment of the Libraries' Unit Strategic Plan.

**Goal 3.1 Expand and update library instructional facilities and equipment to support the development of critical thinking and to create a rich learning environment. [AP, p. 2, Students and Learning: "supported by a rich learning environment"]**

Quick Targeted Responses:

- Redesign the Library Learning Center, Willis Library, Room 136.
- Identify updated technology needed in the Library Learning Center.
- Equip library staff with technology to support instruction in non-library facilities.

Two-Year Strategies:

- Renovate the Library Learning Center, Willis 136.
- Purchase and install updated technology in the Library Learning Center.
- Redesign the teaching space in Room 103A of the Science and Technology Library, ISB.

Five-Year Strategies:

- Renovate Room 103A in the Science and Technology Library.
- Purchase and install updated technology in Room 103A of the Science and Technology Library.

**Goal 3.2 Develop and refine web-based instructional resources.**

Quick Targeted Responses:

- Develop training for article-level linking within electronic instructional resources.
- Investigate the use of technology, such as 3-D modeling and gaming, to enhance web-based instruction.

Two-Year Strategies:

- Train WebCT instructors and library staff in article-level linking.
- Develop brief, interactive online tutorials.
- Train additional library staff to participate in WebCT courses
- Seek grant funding in collaboration with Computer Education and Cognitive Systems faculty.

**Goal 3.3 Collaborate with faculty to expand advanced information literacy instruction for junior, senior, and graduate students.**

Quick Targeted Response:

- Identify academic departments most in need of advanced instruction.

Two-Year Strategies:

- Collaborate with faculty to develop and offer advanced library instruction for junior, senior, and graduate students in identified departments.
- Develop and offer additional library workshops for graduate students.
- Partner with the School of Library and Information Sciences (SLIS) to develop an experimental undergraduate information literacy course.
- Offer the experimental undergraduate information literacy course in cooperation with SLIS.

Five-Year Strategy:

- With SLIS submit proposal for undergraduate information literacy course to Curriculum Committee.

**Goal 3.4 Collaborate with the Center for Distributed Learning (CDL) and the Center for Teaching, Learning, and Assessment (CTLA) on the University's QEP program.**

Quick Targeted Responses:

- Assist CDL with the Blended Learning Project.
- Develop the Libraries' role in the QEP in cooperation with faculty participants.

Two-Year Strategies:

- Assign a librarian to be the liaison to CTLA.
- Participate in the QEP course development and evaluation.

### **Goal 3.5 Train library staff and reallocate staff time to support Goals 3.2 - 3.4.**

#### Quick Targeted Responses:

- Plan a series of training sessions for instructional library staff.
- Expand the use of instructional assessment tools, i.e. UNT Libraries' ENGL 1320 assessment test.

#### Two-Year Strategies:

- Train library staff in pedagogical strategies through continuing education sessions.
- Ensure that instruction engages the diverse learning styles of the UNT student population.
- Evaluate library staff instructional workload in relation to other duties.
- Reassign an existing Graduate Library Assistant position to the User Education Department.

#### Five-Year Strategy:

- Reallocate library staff workload to support expanded instructional activities.

## **Theme 4: Information Control: Outreach and Marketing**

Definition of the Theme: Marketing communicates to the University and Dallas and Fort Worth regional communities the library resources and services that are available to support research and scholarship at UNT. In the form of outreach activities, marketing also supports recruitment and retention of undergraduates as it familiarizes new and potential students with the rich library resources that can promote successful studies. [AP, p. 5, Undergraduate Education, initiatives, bullet 7]

Respondents to the 2005 national study, *Perceptions of Libraries and Information Resources*, revealed that information seekers learn about new information resources in this order: 61% from a friend; 59% from a non-library web site; 39% from promotions and advertising; 15% from a library web site; and 8% from a librarian. Among these respondents, college students showed a higher usage of libraries with 36% using a library web site and 33% learning about new resources from a librarian. When asked to indicate how they "...would rate each source/place with respect to the information available," 66% of college students rated the library resources favorably, but college students gave a 92% favorability rating to search engines, e.g. Google™. (OCLC Online Computer Library Center, In. *Perceptions of Libraries and Information Resources*, OCLC, In. Dublin, Ohio, 2005, 1.3, <http://www.oclc.org/reports/2005perceptions.htm> )

Academics recognize that Google™ is not a complete and comprehensive research tool. Students need more than Google™ and will benefit from more effective marketing of scholarly information resources specific to their disciplines.

Currently the UNT Libraries market services and resources on an ad hoc basis. Individual units produce web pages, bookmarks, brochures, email messages, tri-folds and banners as needed. The Libraries also participate in marketing activities such as service fairs, presentations, and programs. Despite these activities the LibQUAL+™ survey in Spring 2005 indicated that the Libraries need to more effectively market the wealth of support available to the UNT learning and research community.

The Libraries market their resources and services to the community at-large through outreach activities with educational and cultural institutions. Classes from area high schools routinely visit the Libraries to tour our facilities and learn to research with electronic resources. For example, the Libraries collaborated with the Amon Carter Museum to provide instruction to advanced placement high school students. The Libraries will continue with similar efforts. In concert with the Academic Plan theme of “Partnership and Outreach,” the Libraries plan to explore further opportunities for collaboration in Dallas-Fort Worth region. The Libraries hope to cooperate with area community colleges to provide effective library orientation for the transfer students they send to UNT. [AP, p. 3, **Partnerships and Outreach: “we share ideas, resources and opportunities”**; “collaborative work in the North Texas region”]

Assessment: Refer to Section IV. Assessment of the Libraries' Unit Strategic Plan.

#### **Goal 4.1: Develop and implement a long-term marketing plan for the Libraries.**

Quick Targeted Response:

- Hire a Marketing Graduate Library Assistant from the College of Business Administration.

Two-Year Strategy:

- Develop a long-term marketing plan with the assistance of the Marketing Graduate Library Assistant.

Five-Year Strategy:

- Implement the long-term marketing plan for the UNT Libraries.

#### **Goal 4.2: Expand outreach activities on the UNT campus and in the Dallas-Fort Worth area.**

Quick Targeted Response:

- Explore opportunities to collaborate with campus support services, such as the Learning Center and the Center for Distributed Learning.



Two-Year Strategies:

- Collaborate with identified campus support services.
- Initiate contacts with area community colleges.
- Investigate grant opportunities to develop a formal outreach program for minority or first generation college students.

Five-Year Strategies:

- Provide tailored library orientation for transfer students.
- If grant is awarded, implement formal outreach program for minority or first generation college students.

**Goal 4.3: Collaborate with other UNT departments and units whenever possible to publicize the Libraries' resources and services.**

Quick Targeted Response:

- Identify departments and units with whom the Libraries should collaborate.

Two-Year Strategy:

- Collaborate with identified UNT departments or units.

## **Theme 5: Library as Place**

Definition of the Theme: While the Information Control themes in the Libraries' Unit Strategic Plan emphasize the electronic environment and services, the Libraries continue to provide an important physical presence to the UNT community. The Libraries planned and funded a new library facility at the UNT Research Park and this facility provides an inviting environment for individual and group study. Improvements to the Media Library are ongoing. However, comments on previous library surveys describe the current settings of the Willis Library, Science and Technology Library, and Library Annex as "institutional." Recent LibQUAL+™ survey results indicated broad-based dissatisfaction with the appearance, lighting, and cleanliness of Willis and the Science and Technology Library facilities. Results also showed a need for a more comfortable library environment that sustains both individual and group study.

Similarly staff workspaces in the Libraries' buildings suffer from crowding and provide little privacy for supervisor/employee conferences and ongoing committee work. Some work areas house outdated furniture inappropriate for computer use. The design of some staff work areas controls noise poorly and may affect other work areas as well as adjacent student study areas.

The UNT academic plan encourages team learning, along with "a welcoming environment, well designed facilities, and personal connections among students, staff, faculty, and administrators." [AP, p. 3, **Community and Connectivity**] Redesigned and

attractive interiors will enable the Libraries to present a welcoming environment in the same way that the redesigned landscaping of the Library Mall attracts people to the central campus. Moreover, well-designed interiors can subtly express the commitment, professionalism, and competence of our emerging research university.

By designing and implementing appropriate spaces and decor, the Libraries can enhance customer service, reduce conflict between individual users and study groups, improve user satisfaction with the learning environment, contribute to the University's ability to attract and retain top students, and foster staff loyalty.

Assessment: Refer to Section IV. Assessment of the Libraries' Unit Strategic Plan.

**Goal 5.1: Define the roles of the library facilities on campus.**

Quick Targeted Response:

- Use focus groups and other research techniques to evaluate client preferences and expectations for the Libraries' spaces. Use results to inform the planning process for Goals 5.2 – 5.3.

**Goal 5.2: Facilitate learning with thoughtfully-designed public spaces and an attractive, welcoming atmosphere.**

Quick Targeted Responses:

- Improve and standardize signage throughout the Libraries to assist clientele in locating resources.
- Investigate and improve personal safety and security in public areas of the Libraries including replacement of the existing building security systems.
- Work with UNT Facilities to obtain cleaning services appropriate for the level of use in library buildings.
- Identify strategies to fund improvements to existing library facilities.

Two-Year Strategies:

- Request that designers from the UNT Office of Facilities Planning & Construction assist Libraries' staff in planning effective spaces and in developing a warm, welcoming, consistent atmosphere in the Libraries.
- Plan and begin implementation of improvements in Libraries' spaces and decor.
- Participate with Student Affairs in planning a learning center in the Student Union.

Five-Year Strategy:

- Complete implementation of improvements in Libraries' spaces and decor as outlined in the plan.

**Goal 5.3: Redesign staff workspaces for efficient use and elimination of overcrowding.**

Two-Year Strategies:

- Request that designers from UNT Office of Facilities Planning & Construction assist Libraries' staff in planning workspaces.
- Plan and begin implementation of improvements in Libraries' workspaces.

Five-Year Strategy:

- Complete implementation of improvements in Libraries' workspaces as outlined in the plan.

**Goal 5.4: Increase remote storage space to allow for collection growth and for reconfiguration of public areas within the Libraries' facilities.**

Two-Year Strategies:

- Determine space needs and related costs.
- Set aside funding.

Five-year Strategy:

- Shift collections and reconfigure public areas in keeping with Goal 5.2.

**Theme 6: Affect of Service**

Definition of the Theme: Library policies, public awareness of library services, and access to these services affect the UNT community's perceptions of library customer service. Providing quality customer service in the Libraries ensures that individual students, faculty, staff, and community members feel comfortable and confident using the collections and services. Excellent library services reflect the University's core values and commitment to "...high [student] expectations supported by a rich learning environment, involvement in scholarship, openness to individual discovery, and strong student services." [AP, p. 2, **Students and Learning**]

The Libraries are committed to "recruiting and supporting faculty, staff and students who bring a breadth of ideas, cultural backgrounds and experiences...." [AP, p. 8, **Research and Scholarship, activities, bullet 7**] To support this activity successfully the Libraries' must invest in and value staff. This investment will foster loyalty to the University and better service to the UNT community.

Assessment: Refer to Section IV. Assessment of the Libraries' Unit Strategic Plan.

**Goal 6.1: Improve customer service through recruitment, development, and retention of qualified staff. [AP, p. 2, Students and Learning: “strong student services”]**

Quick Targeted Response:

- Continue working to improve library employee salaries.

Two-Year Strategies:

- Review position descriptions and appropriate classifications for library staff and recommend appropriate adjustments.
- Review librarian salaries against regional Association of Research Libraries salary averages and recommend appropriate adjustments.
- Provide orientation sessions to new Libraries’ employees and ongoing training opportunities for all employees.
- Identify and provide training for staff on emerging technologies.
- Give employees the tools, training, and authority to correct problems.

**Goal 6.2: Develop a plan to increase access to technology and workspaces to support a community of learning. [AP, p. 5, Undergraduate Education, initiatives, bullet 3]**

Quick Targeted Responses:

- Add computer workstations in the Willis Library.
- Publicize the location of wireless “hotspots” in the Libraries.

Two-Year Strategy:

- Develop and launch laptop check-out services for students in ISB. Investigate providing MP3 player check-out services in the Music and Media Libraries. If successful, explore expanding these programs.

Five-Year Strategy:

- Partner with Student Affairs to offer information services in the Student Union’s proposed interdisciplinary learning center.

**Goal 6.3: Improve services and practices across the UNT Libraries. [AP, p. 3, Community and Connectivity: “welcoming environment”; “service to the university”]**

Quick Targeted Responses:

- Implement self-service options for library patrons such as placing holds and recalls online.
- Add a drop-box for the Media Library.

- Keep the 24-hour computer lab open evenings during registration for the convenience of registering students.
- Develop and implement a plan for allowing students to pay overdue fees online.

Two-Year Strategies:

- Assess current services, policies, staffing levels, and division of responsibilities.
- Relocate service points to improve accessibility and visibility.
- Investigate the costs and benefits of expanding hours during semester inter-sessions.
- Investigate the feasibility of increasing the frequency of deliveries from remote storage, including the addition of Saturday delivery.

Five-Year Strategy:

- Incorporate innovative emerging technologies to deliver reference services to students.

## **IV. Assessment of the Libraries' Unit Strategic Plan**

The UNT Libraries will use a two-pronged approach to assess strategic plan results. First, to ensure that strategic initiatives are efficiently and effectively implemented, the Libraries will use the tools and techniques of project and portfolio management. Individuals and departments will develop specific project plans and these plans will include assessment strategies. Second, the results of future administrations of both the LibQUAL+™ survey and the Survey of Organizational Excellence (SOE) will ensure that collectively these projects achieve the overall objectives of the strategic initiatives and serve to guide future updates to the Libraries' Unit Strategic Plan.

### **Project and Portfolio Management**

Assessment begins with effective planning. Project and portfolio management provide critical tools for planning, executing and controlling organizational change. Anticipating the need for effective planning and execution of strategic initiatives, the Libraries implemented a customized approach to project and portfolio management in 2005. This implementation included both training in the techniques of project management and the development of tools and procedures. As of January 2006, two groups of 15 members each completed three months of weekly training in project management techniques. All librarians and staff with managerial responsibilities will complete the project management training.

Following the new guidelines, each project developed to support the Libraries' Unit Strategic Plan will have a project manager. The project manager's responsibilities include leading the development of requirements, setting a schedule, requesting a budget, determining assessment strategies, and managing resources and risks to ensure the initiative is executed as planned. Project managers also communicate with the Libraries' administration and other staff about project status.

The Libraries' Budget and Planning Work Group will oversee all of the Unit Strategic Plan initiatives and project plans. This will include monitoring schedule and budget performance to ensure the effective allocation of resources. Each project manager will provide monthly status reports to this group. The Budget and Planning Work Group will provide an annual report to the Library Dean and recommend steps to ensure continuous improvement of the strategic plan.

### **LibQUAL+™ Survey and the Survey of Organizational Excellence**

The LibQUAL+™ survey and the Survey of Organizational Excellence (SOE) provided important input to this strategic plan. The biennial use of these surveys will give the Libraries regular sources of comparable data to use in determining the success of the strategies. They will also allow the Libraries to identify new issues that emerge as the

Libraries, the university, and the larger environment change. The Assessment Work Group will coordinate the surveys and any supplementary techniques used to assess the success of strategic initiatives.

## **V. Financial Implications of the Libraries' Unit Strategic Plan and the Response to the University's Academic Plan**

The UNT Libraries strive to achieve effective resource and asset management through good stewardship and adherence to University policies and practices. **[AP, p. 3, Integrity and Stewardship]** The Libraries' annual and long-term planning activities take into account the overall breadth of the Libraries' financial obligations.

The operation of the UNT Libraries is currently supported almost entirely by the income from the Library Use Fee. For FY06, this income is estimated to be \$12,582,250 (762,500 Semester Credit Hours multiplied by \$16.50). Financial obligations covered by the fee income include: salaries, wages, operating expenses, Libraries' materials budget, subsidy for Photocopy, subsidy for the 24-Hour Computer Lab, and the Libraries' Reserve Fund.

The Libraries' materials budget is almost one-half of this annual outlay. Within the materials budget, approximately 70% is spent on print and electronic serials (journals, newspapers, databases). Serial costs increase at a rapid rate—usually between 8 and 13% annually. Covering these increases by shifting more of the overall budget into serials is not a practical solution given all of the other ongoing obligations necessary to provide critical services. Even allocating 70% of the materials budget to serials does not meet all of the identified needs for the type of information necessary to support the University's Academic Plan.

While the materials budget is one of the most critical and visible aspects of the Libraries' support for the Academic Plan, other responsibilities are of equal importance and present costly financial needs which also must be met. These other financial needs include scheduled salary increases, technology upgrades, collection maintenance, building improvements, and the growing demand for additional storage facilities. For example, the Libraries' budgeting for FY07 must take into account authorized salary increases, necessary building renovations, and an expensive upgrade to building security systems.

For FY07 budget planning purposes the University Budget Office estimated Library Use Fee revenues based upon 762,500 SCH credit hours. This estimate projects a level budget that will not provide adequate financial support for the current overall operations and will not cover the annual increases necessary to sustain the materials budget. Any Library Use Fee revenues generated above the annual budget estimates automatically move into the Libraries' reserve fund and cannot be used for ongoing obligations such as print or electronic serials. Instead this reserve fund is monitored carefully and used for major one-time initiatives, i.e. the creation of the Research Park Library facilities. The Libraries' reserve will likely be the source of funding for possible building renovations and an expansion of remote storage outlined in the Libraries' Unit Strategic Plan.

Operational costs for the UNT Libraries increase substantially each year. Therefore level funding is in reality a budget cut and will not support the Academic Plan's Core Value of



Scholarship and Research. Creating and maintaining “rich library resources and growing research facilities” requires a sustained infusion of new funds as well as careful review and re-evaluation of existing purchasing priorities. Careful stewardship alone is not enough. The Libraries require additional support in the amount of at least \$750,000 annually to adequately meet the Academic Plan goals. For FY07 this amount represents a 6% increase in the Libraries’ overall budget with a large part of this amount targeted for the materials budget. This increase in the materials budget will be coupled with a planned review of all print and electronic serials and a move to greater emphasis on document delivery and free resources as stated in the Libraries’ Unit Strategic Plan.

The relationship between library funding and overall research productivity is demonstrated by the support given to the libraries at Texas research universities. (*UNT Libraries’ Revenues/Expenditures, UNT External Research, and Texas Peers Comparisons: Excel Files FY03*, <http://www.library.unt.edu/libadmin/ulc/default.htm> ) For UNT to achieve its desired research goals the Libraries require funding appropriate to a research university.