

East Carolina University
Strategic Planning Annual Progress
Report: Academic Units
2019-2020

Unit:

By June 30, Deans should forward the Strategic Planning Annual Progress Reports to the Provost or Vice Chancellor for Health Sciences. Please copy Dr. Kristen Springer Dreyfus at springerk@ecu.edu for SACS-COC documentation. Please try to limit the report to approximately 10 pages longer than the original template.

Part One: Accomplishments

In response to each item in Part One, provide a qualitative narrative with no more than five bulleted points and brief descriptions of accomplishments:

1. **Teaching & Student Learning:** Summarize unit highlights in teaching during the reporting period (i.e., awards, significant improvements/initiatives, and curricular and/or pedagogical innovation).
 - Academic Library Services (ALS) fully implemented ArchivesSpace as the archival management system for ECU's repositories. The migration team created an ArchivesSpace user guide, an archival processing manual, a workflow for posting finding aids online, and a legacy system decommission plan. The team created a centralized authorities database that links to both ArchivesSpace and Digital Collections, resulting in efficiencies and improved discoverability. The team also developed and implemented a new public user interface and a new request and retrieval system for closed stack materials. Staff shared their ArchivesSpace expertise nationally via blog posts, workshops, and presentations, as well as through leadership in the ArchivesSpace governance/development community. Additionally, the code for the public user interface and the container builder tool was publicly shared. Special Collections Cataloging completed cataloging all special collections manuscripts – there are now over 1,700 full records for these manuscripts in the library catalog. University Archives began using Archive-It to crawl university websites and ensure that important content was captured, preserved, and accessible. It also added important university print and digital materials to its collection including former Chancellor Staton's electronic records, digital photographs from the LGBT Resource Center, faculty and alumni papers, and the papers of former dean William Downs of the Harriot College of Arts and Sciences. Significant additions to manuscripts included the paper and electronic files of Representative Walter B. Jones, Jr. and the NC Northeast Commission Records.
 - ALS provided leadership on University initiatives including Faculty180 implementation, data stewardship, Heritage Hall, open journal publishing, evaluation of publishers, the Omeka digital scholarship platform, and improving student retention and success through high impact educational practices and affordable textbook programs. Faculty180-related accomplishments include rolling out online evaluations for units in five colleges while continuing to assist with evaluations for three colleges who adopted last year, as well as assigning subject headings for research interests in Scholars@ECU profiles.
 - The directors of ALS, Laupus Library, and the G.R. Little Library at Elizabeth City State University appointed a Library Systems Task Force in August. The charge for the task force was to investigate and compare the functionalities and potential of the SirsiDynix Symphony integrated library system currently in use by the three libraries with library service platforms used

at U.S. academic libraries and to include a basic migration timeline for each product that was evaluated. The task force report was submitted on January 31, 2020. Based on the findings documented in the report and the current systems landscape in North Carolina, the directors determined that the best solution for the Eastern Carolina Network was to remain with SirsiDynix, while continuing to monitor library system developments within the state and beyond and continuing active participation in the UNC integrated library system task force. On March 31, 2020, the directors announced that the Eastern Carolina network had signed a new three-year master agreement with SirsiDynix to continue using Symphony. The agreement ends August 31, 2023.

- The Library responded rapidly and thoroughly to the closing of the physical facilities in March. Library resources and services were provided through a combination of virtual and on-site services: approximately 650 questions have been fielded virtually since shutdown; 350 document delivery scanning requests were filled; 725 physical items were checked out and shipped to homes. In addition to ensuring that library staff had the equipment and software they needed to work from home, the library loaned laptops to staff in other units, purchased specialized equipment for Math instructors, and matched laptops and other equipment to students who needed them in collaboration with Student Affairs and the Colleges. We have ordered additional loaner laptops and mobile hotspots for fall semester using CARES funding. The Library collaborated on the planning and creation of ECU's alternative course delivery webpages. The Library's own COVID-19 web communications included <https://spark.adobe.com/page/aGsTYNwVwSydO/>, <https://library.ecu.edu/2020/03/17/online-resources-for-students-2/>, and <https://lib.ecu.edu/scholcomm/shiftingcourseonline>.
 - ALS hosted the National Endowment for Humanities on the Road exhibit: *For All the World to See, Visual Culture and the Struggle for Civil Rights* in the Janice Hardison Faulkner Gallery. The exhibit was on view from September 1st through October 20th, 2019 and featured a variety of programs and complementary exhibits of Special Collections materials. We worked with campus and community stakeholders on speakers and events.
2. **Research/Creative Activity:** Summarize unit highlights in research/creative activity during the reporting period (i.e., awards, recognition, partnerships, and innovation). Attach (where appropriate) the unit's one-page graphical results from Academic Analytics.
- Library faculty and EHRA-NF published 11 articles, 2 books, 2 chapters, 3 reviews, and 1 proceeding, and gave 50 presentations in various venues.
 - Kelly Spring received the Thomas W. Ross Fund Publishing Grant from the UNC Press to support the open access publication of *Project Management for Archivists*. The open-access copy is in the ECU institutional repository at <https://thescholarship.ecu.edu/handle/10342/7674>.
 - Joyner Library managed two active grants (North Carolina Humanities Council, PI White; National Film Preservation Foundation, PI Barricella), successfully applied and received 2 new grants through the State Library of North Carolina (LSTA Mini Grant, PIs Cobourn & Daugherty, & LSTA EZ Grant, PI Sanders), and assisted on three other grant applications submitted by faculty outside ALS. In addition, 3 ALS grants are in progress (UNC System Libraries collaborative grant application submitted to IMLS in June; two State Library COVID-19 grant applications are in development and will be submitted in July).
3. **Service:** Summarize unit highlights in service during the reporting period (i.e., awards, recognition, partnerships, and innovation).
- The 16th Annual Joyner Library Paraprofessional Conference was held June 17th and 18th in a virtual setting due to COVID-19. Despite the virtual setting, there were more than 300 registered attendees and an average of 100 viewers per session. We had presenters from Iowa and institutions across North Carolina and attendees from as far away as Nigeria! A survey was sent out to all attendees and organizers have received incredibly positive feedback on presenters, the

keynote and the ALS SHRA Assembly’s willingness to hold the conference during these uncertain times.

- University service: nearly all of Joyner’s EHRA provided service on university committees—55 in all—and chaired seven. In addition, librarians served in UNC Faculty Assembly roles and as the University’s Copyright Consultant, Public Access Compliance Monitor, and Faculty180 Manager.
- Ten EHRA and three SHRA paraprofessionals presented their research and creative activity at the 63rd biennial conference of the North Carolina Library Association (NCLA) in Winston-Salem, NC. Contributions included pre-conference workshops, conference research presentations, moderated speaker panels, and poster sessions. Three faculty members from ALS served on the NCLA Executive Board. An ALS faculty member is the editor of the NCLA’s journal, *North Carolina Libraries*, a staff member is technical editor, and another faculty member is on the editorial board. Librarians chair four NCLA committees as well as two other statewide committees, and they chair or co-chair committees for national professional organizations. Joyner librarians contribute their professional service to statewide and region-wide shared print preservation initiatives, have more than 50 other professional committee assignments, and serve on editorial and review boards for seven journals. The library director is the current president of the Association of Southeastern Research Libraries and on the executive committee of the UNC University Libraries Advisory Council, as past Council chair.
- Jeanne Hoover was selected to be an instructor for the Certificate in OER Librarianship Program, sponsored by the Open Textbook Network (OTN). Hoover co-chairs the UNC System University Libraries Advisory Council’s Educational Resources Affordability Committee and served on NC LIVE’s OER Advisory Committee. She has led numerous workshops on open educational resources for faculty and librarians across the state and at OTN trainings.
- A Stewardship Committee was formed in part to identify group community service opportunities and to promote the use of community service leave.

Part Two: Unit Strategic Plan Update

Summarize the plan or progress toward achieving each unit objective in the strategic plan.

1. In the Actions Taken section,
 - a. Describe Actions Taken by the unit in 2019-20. **Units are not required to take substantial actions for all objectives.**
2. In the metrics table,
 - a. Provide data for each metric associated with the Unit Objective. If you have the data readily available for 2017-18 or 2018-19, please include that information. If not, start with the 2019-20 year.
 - b. If you have a goal for any metric, add that in the last column. Otherwise, leave it blank.
 - c. If a metric has changed for 2019-20, indicate that in the “Actions Taken and Metric Results” section, add the new metric to the table, and let your Institutional Assessment representative know.
 - d. If a metric will be changing for 2020-21, let your Institutional Assessment representative know.
3. In the Actions Planned section, describe the Actions to be implemented in the next reporting year.

Commitment One – Maximize Student Success

Unit Objective(s) and Metric(s)	Unit Objective Status
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	(place an X by the appropriate status)
<p>1. Provide library resources and services students need to maximize their academic success.</p> <p>a. Needs assessment and satisfaction surveys of students</p> <p>b. Documentation of library support of NSSE and Association of American Colleges & Universities high-impact educational practices and engagement indicators.</p>	<p><input type="checkbox"/> Planning</p> <p><input checked="" type="checkbox"/> Implementing</p> <p><input type="checkbox"/> Completed</p> <p><input type="checkbox"/> Deferred</p>

Actions Taken and Metric Results

- Quantitative data on new furnishings installed summer 2019 was collected during two phases during FY2020. Usage was recorded throughout the basement, first, second and third floors during two weeks in November to measure desktop vs. laptop and single vs. collaborative use. Another study from November to January recorded data on the usage of specific types of new furniture throughout the second and third floors.
- The library developed a methodology for collecting and archiving student data from six sources on a monthly schedule. The student data comes from instruction course attendance, research consultations, room reservations, graduate student lounge usage, desktop logins, and Symphony checkouts. Near the end of the reporting period, off-campus electronic resource use began to be collected.
- Student satisfaction with the ECU Libraries continues to be high, as indicated by the Graduate Student Exit Survey and Graduating Senior Survey. On a list of 14 *Resources and Financial Support* items on the Graduate Student Exit Survey, *Library and electronic research resources* tied for the highest average rating – 4.2. Three library items -- *Access to library online resources*, *Library services overall* and *Hours of operation* -- each received the highest mean satisfaction score (4.5) on the Graduating Senior Survey. Seniors reported that library resources and services had a strong connection to their learning: 4.4 was the mean score for the item *Effectiveness of library resources and services in improving my learning experience*.
- Research & Instructional Services (RIS) librarians served as Practicum Mentors for 16 UNIV 4990 students during the evaluation period and have begun serving eight additional students during summer 2020. Librarians in Scholarly Communication and Teaching Resources Center also served as practicum mentors. Librarians continued to build relationships with Living Learning Communities on campus through outreach to coordinators and COAD 1000 instruction, as well as to instructors for writing intensive and capstone courses. Librarians worked closely with graduate students through new student orientations, boot camps, and thesis/dissertation preparation sessions.
- RIS coordinated two undergraduate research awards -- the Michael F. Bassman Honors Thesis Award and the W. Keats Sparrow Writing Award. The library director coordinated the Senator Robert Morgan Student Research Award. The Assistant Director for Assessment and Engagement coordinated the Marie and James Thompson Student Employee Award. The Assistant Director for Special Collections coordinated the Rhem/Schwarzmann Prize for Recognition of Student Research.
- More than 80 ECU Guided Reflection on Work (GROW) conversations were conducted with Joyner Library student employees. A follow up survey of students received 37 responses. Students rated the conversation with the supervisor from 1-3 (“1=poor and awkward”, 2=

neutral”, 3=” good engagement activity”). Thirty-one rated the conversation as a “3” and six rated it “2”.

Metric	2017-18	2018-19	2019-20	2020-21	Goal by 2022
			See documentation above		

Actions Planned for 2020-21

- Work with IPAR and others to develop an appropriate analysis methodology for sources of student data collected monthly to determine any correlations between library engagement and student success indicators.

Unit Objective(s) and Metric(s)	Unit Objective Status (place an X by the appropriate status)
2. Lead textbook/educational resources affordability initiatives that support student success while reducing students’ expense for course materials. <ul style="list-style-type: none"> a. Potential student savings on course-adopted materials b. The number of courses/sections that benefit from library affordability initiatives c. The number of course-adopted materials available to students online via the ECU Libraries as part of library affordability initiatives d. The number and amount of faculty stipends awarded as part of library affordability initiatives 	___ Planning <u>X</u> Implementing ___ Completed ___ Deferred

Actions Taken and Metric Results

- Approximately 50 print textbooks required for a dozen of the highest undergraduate enrollment classes were purchased for the Reserves collection. During 2019-2020 they were checked out more than 2,350 times. The reserves manager checked to see if any of the print textbooks were available for library purchase in ebook format. Only one was, and it was submitted for purchase in that format.
- Created links to 361 ebooks, including newly purchased and currently owned titles, in support of 457 class sections during the fall 2019 and spring 2020 semesters.
- The maximum savings if all enrolled students had purchased these required textbooks from the Student Store is \$622,990.
- Librarians worked with 7 faculty members on converting their classes from using traditional commercial textbooks to using alternatives that are low- or no-cost for students
- Recruited for and selected 9 faculty to receive \$1,000 alternative textbook awards for the 2020-2021 academic year and paired them with librarians.

<ul style="list-style-type: none"> Allocated \$30,000 for streaming media and solicited faculty for requests for videos to be used in the classroom. Priority was given to online classes and large classes. Revised plans with suppliers to control costs and purchase multi-year licenses when appropriate. Met with faculty from high-use departments to review purchasing criteria and other options for accessing video content, as it was clear that allocated funds were not sufficient to meet the demand. Interlibrary Loan Borrowing Services obtained about 90% of textbooks requested by students. While this is an important action, an ILL metric will not be added because it is dependent on external libraries' owning and being willing to loan the items. 					
Metric	2017-18	2018-19	2019-20	2020-21	Goal by 2022
Student savings		\$453,860	\$622,990		
# of courses/sections	Fall data unavailable; Spring 2018: 204 sections	353	457		
# of course-adopted materials		215 ebooks	361 ebooks (not de-duplicated between semesters)		
# and amount of faculty stipends	16 faculty; \$1,000 from Joyner; \$15,000 from LSTA Grant	15 faculty; \$3,000 from Joyner; \$12,000 from LSTA Grant	7 faculty; \$7,000 from Joyner funds	9 faculty selected; will be paid from Joyner funds	
Actions Planned for 2020-21					
<ul style="list-style-type: none"> Continue purchasing ebooks and streaming media, but potentially at reduced rates if the materials budget is cut significantly and/or if EdTech fees are no longer available for streaming media. Continue offering faculty stipends; continue offering to assign librarians to work with faculty members. 					

Commitment Two – Serve the Public

Unit Objective(s) and Metric(s)	Unit Objective Status (place an X by the appropriate status)
3. Develop and promote diverse cultural experiences, resources, and programming for lifelong learners in the university community and in the region. <ol style="list-style-type: none"> Number of attendees and web views for lectures, activities, community events, exhibits, and programs sponsored by the libraries or co-sponsored by the libraries with internal and external partners Number of items made discoverable 	<input type="checkbox"/> Planning <input checked="" type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Deferred
Actions Taken and Metric Results	

- Joyner Library hosted 50 programs and events with over 1,620 individuals attending. Web views for related content exceeded 62,956 with 35,899 views of the Daily Reflector online content and 27,057 for Heritage Hall specifically.
- **Lectures & Programming included:** National Endowment for the Humanities On the Road: “*For All the World to See, Visual Culture and the Struggle for Civil Rights*” exhibition featured a variety of programs and partnerships with campus and community stakeholders. Programming featured two performances by Mike Wiley of “Dar He” in collaboration with the College of Fine Arts and Communication – a daytime performance aimed at high school students and an evening community performance, Cash Michaels spoke about African American-run media in the South, lecture by famed architect Zena Howard in the MCSC Ballroom in collaboration with and financial sponsorship from the ECU Office of Equity and Diversity and the City of Greenville, Professor Hank Kilbanoff (Emory University) spoke about his work as a civil rights journalist with Gene Roberts (who gifted his civil rights collection to ALS) and his investigations into civil rights cold cases. More than 1000 students attended the “Dar He” daytime performance and about half of these students toured Joyner Library. Students were from Pitt and surrounding counties and included those from underserved areas as far away as Gates County. ECU class curriculum tie ins and class tours with the NEH Exhibition: Joyner successfully worked with numerous ECU faculty to provide curated class tours, space for faculty-led lectures related to the exhibit, and other tie-ins with class content. Other lectures and programming included: Two FaculTea lectures in partnership with the Thomas Harriot College of Arts & Sciences and featuring the Whichard Chair, Kirstin Squint; sponsored and assisted with student centered and student led events, including the Student Award Ceremony and the African American Read In, Game Night, and Pet Therapy; and *Accident at Compound 19: Unraveling a Cold War Medical Mystery* by ALS Associate Professor David Durant, which was presented by the Medical History Interest Group at Laupus Library. At *History Day at the GMA*, ALS partnered with the Greenville Museum of Art and Pitt County Historical Society to offer information to the community on how to properly care for family heirlooms and gave participants the opportunity to participate in oral history interviews.
- **Conferences and symposiums included:** The SHRA Assembly planned and hosted the 16th Annual Paraprofessional Conference with more than 300 registered attendees.
- **Exhibits included:** the 12th Annual Joyner Library School of Art and Design Graduate Student Art exhibit; *Rising Waters, Common Ground – 20th Anniversary of Hurricane Floyd*; *Audubon Art*; *African Art*; *BBQ Capitol of the World, Eastern NC and the Jones Family Legacy*; *Eastern NC BBQ, Family, Farm Life and Celebration*; *Words and Silences: Media and the Civil Rights Movement*; *The Civil Rights Movement in North Carolina*; *The 10 Demands: ECU Student Activism During the Late 1960s*. *African American Firsts*; *Pirate Pride: LGBTQ+ Activism in Greenville and East Carolina University*; *A Look at New Bern’s Frederick C. Douglass Pension Claims Agent and African American Civil War Pension Ledgers*; *2019 Pitt County Schools Art Show*; and *CWIS Active Measures Exhibit*, featuring government documents and a blog post.
- In addition, Joyner Library sponsored the Academic Affairs Faculty Book Authors reception and ECU New Faculty Orientation events including “Lunch with Your Librarian.” The ALS Staff Development Committee offered nine diverse learning opportunities for staff including Staff Development Day 2020.

Metric	2017-18	2018-19	2019-20	2020-21	Goal by 2022
# of attendees	2,400	2,654	1,620		
# of items			completed	No longer assessed	

Actions Planned for 2020-21

ALS has a calendar of exhibits for 2020-21, including two that were delayed due to the pandemic. The fourth floor Special Collections area likely will be closed during fall semester. If so, no exhibits will be installed in that space. We have not yet determined which events to hold virtually, which to hold by invitation only in accordance with applicable social distancing guidelines at the time of each event, and which to cancel or postpone. We plan to make decisions for fall events in late July and will likely make the decisions for spring events in early December based on the best information available. Virtual events and online exhibits as well as any face-to-face events and exhibits will be assessed.

Commitment Three – Lead Regional Transformation

Unit Objective(s) and Metric(s)	Unit Objective Status (place an X by the appropriate status)
<p>4. Provide collections, tools, training, and programming that enable users to create, discover, collaborate internally and externally, share, and preserve the University’s research and creative activity.</p> <p>a. List of major collections that support research and creative activity and, where available, usage data</p> <p>b. List of tools provided and, where available, usage data and/or number of ECU researchers making use of each tool</p> <p>c. Number of librarian systematic review services produced for faculty and researchers related to research; number of training sessions and programs</p> <p>d. Global audience for ECU research as measured by use of the institutional repository and digital collections</p>	<p><input type="checkbox"/> Planning</p> <p><input checked="" type="checkbox"/> Implementing</p> <p><input type="checkbox"/> Completed</p> <p><input type="checkbox"/> Deferred</p>

Actions Taken and Metric Results

4A. Major collections supporting research and creative activity include publisher packages negotiated with other members of the Carolina Consortium to help keep prices as low across the system as we can. The titles in these deals are well-used, as shown in the table below.

	CY 2019					
	Total Price minus service charge	Total FT Views	Total Number of Titles	Number of Titles used:		
				10+ Times	25+ Times	50+ Times
Cambridge University Press	\$51,404.00	11,999	631	245	116	57
Elsevier	\$1,255,459.07	308,102	2,282	1,767	1,453	1,130
Oxford University Press	\$102,587.04	53,404	338	318	245	182
SAGE	\$163,822.79	79,677	1,093	676	504	370
Springer	\$223,036.26	66,557	1,569	920	571	331

Taylor and Francis	\$203,039.04	2,449	100,153	1,517	930	567
Wiley-Blackwell	\$502,537.63	139,947	1,992	1,256	870	579
Totals	\$2,298,846.79	659,686	7,905	5,182	3,759	2,649

4B. Research tools maintained and/or curated by the ECU Libraries include the SPIN grants database, DMPTool for drafting and sharing data management plans, the Dataverse research data repository, Open Science Framework, the Vireo Electronic Thesis and Dissertation Management system, and VIVO expertise profiles. Library personnel took active roles in administering Open Journal Systems, migrating existing journals to a newer version of the software, and negotiating a Memorandum of Understanding to spell out roles for the library and the publishing partner. ECU librarians taught workshops in the Office of Faculty Excellence on a variety of topics including open access publishing, finding funding opportunities, the Open Science Framework, data management, SciENCv (Science Experts Network Curriculum Vitae), and measuring impact.

4D. During the reporting period, The ScholarShip, ECU’s Institutional Repository, ingested 1204 items—more than 700 of these were open access articles deposited in a special project during the COVID-19 pandemic. Total usage for the time period was 128,161 unique pageviews and 1,285,089 downloads.

Metric	2017-18	2018-19	2019-20	2020-21	Goal by 2022
Tools usage data	DMPTool: 4 new users; 97 Downloads; 1 plan shared. DataVerse: 1 dataset published.	DMPTool: 15 new users; 225 Downloads; 2 plans shared. DataVerse: 4 datasets published.	DMPTool: 10 new users; 111 Downloads; 6 plans shared (data only available through 3/2020) DataVerse: 5 datasets published.		
# of librarian produced systematic reviews			N/A for ALS; this is a Laupus metric		
Global audience	IR: 106,036 Unique page views; 1,466,593 downloads. Global Audience: 98 countries; Top visits from the United States,	IR: 117,240 Unique page views; 1,520,675 downloads. Global Audience: at least 99 countries; Top visits from	IR: 128,161 Unique page views; 1,285,089 downloads. Global Audience: at least 212 countries; Top visits from		

	Philippines, United Kingdom, and India.	United States, China, and Russia.	United State, China, Russia, and France.		
Actions Planned for 2020-21					
<p>4A. Use <i>Unsub</i> to analyze ScienceDirect titles for use, ECU publishing activity, and open access to articles in preparation for exiting the Freedom Collection license agreement and place selected title-by-title subscriptions. Review use and cost-per-use for all individual serial subscriptions for cancellation candidates, and examine use for additional serials packages, including the University of Chicago Press, IOP Science Xtra, IEEE Xplore, and others.</p> <p>4B. Work with faculty editors of additional journals, including <i>Global Partners in Education</i>, <i>Engineering Graphics Design Journal</i>, and <i>Journal of Risk Education</i>, to define and provide enhanced library services in support of their publishing activity.</p> <p>4C. Continue to develop Omeka as a digital exhibit platform and support faculty, staff, and students who wish to use it in their classes and research.</p> <p>4D. Migrate the Digital Collections from a homegrown platform to a CouchDB infrastructure to align with industry best practices for digital asset management and reduce work needed to add metadata to digital items.</p>					

Our Responsibilities

Unit Objective(s) and Metric(s)	Unit Objective Status (place an X by the appropriate status)				
<p>5. Joyner Library will raise \$5 million in outright gifts and \$3 million in planned gifts by the end of the campaign in 2022. Laupus Library will raise \$500,000 in outright gifts and \$500,000 in planned gifts by the end of the campaign in 2022.</p> <p>a. Fundraising totals (by Joyner Library and Laupus Library)</p>	<p><input type="checkbox"/> Planning <input checked="" type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Deferred</p>				
Actions Taken and Metric Results					
<p>According to the University Advancement Campaign Dashboard on June 24, 2020, ALS was at \$4,201,595 of its \$8 million goal. Approximately \$1.78 million was in deferred (planned) gifts, with the rest outright gifts. Actions this year included a crowdsourcing campaign called “Equipping Students for Success” to purchase equipment that can be checked out from the circulation desk; revamping the “Adopt a Book” program; strengthening the Friends of Joyner Library Board and Advancement Council; community presentations; carefully assessing, accepting, and documenting appropriate gifts in kind; and cultivating new donors and stewarding existing donors. Gifts were down in part because of the pandemic.</p>					
Metric	2017-18	2018-19	2019-20	2020-21	Goal by 2022
Outright gifts		\$254,631	\$65,338		\$5 million
Planned gifts		\$39,471			\$3 million

Actions Planned for 2020-21

We will work collaboratively with ECU Planned Giving and with University Advancement colleagues on development opportunities; participate in a crowdfunding solicitation in 2020-21 with the School of Art & Design and University Advancement related to Sonic Plaza; provide fundraising materials to University Advancement for use by major gift officers; and participate in at least 15 donor cultivation/stewardship activities in addition to Advancement Council and Friends of Joyner Library activities.

Part Three: Reflection

Resource Alignment and Planning: Briefly describe how resources have been allocated or invested (i.e., personnel, financial, space/renovation, marketing, training/development, software) to accomplish the unit objectives in 2019-20.

- Combined two small library departments, Collection Development and Scholarly Communication, to emphasize philosophical shift toward seeing library's collections as part of a larger scholarly communication ecosystem; also combined Electronic Resources department with Acquisitions and Conservation department. These two combinations resulted in a reduction of two department head positions with few direct reports, in compliance with guidance from Chancellor Mitchelson, given to the unit when he was Provost.
- Eliminated 10 vacant positions to meet the permanent budget cut of \$622,058 effective July 1, 2020.
- To support student use, new furnishings including seating, tables, study carrels, moveable furniture, and sound dampening were installed in second and third floor study spaces at a cost of approximately \$727,465. The Joyner Library front doors were replaced to improve security and appearance. The outdated and nonfunctional neon wayfinding lighting was removed and replaced with wayfinding paint. The book detection systems at both libraries were replaced to improve collection security.
- Prioritized spending funds from the acquisitions and operating budgets on affordable textbook programs, including print textbook reserves, e-books used in courses, stipends to encourage faculty adoption of low or no cost materials, streaming media (which also received funding through EdTech dollars), and primary and secondary resources that could be used in place of or as supplements to textbooks.
- Devoted staff resources to implementing open source products, developing new tools, managing research software and applications, and providing training to faculty and researchers across the university on optimizing their use.

Describe how you plan to allocate resources for the upcoming year in working toward meeting the unit objectives in 2020-21.

- Exercise the early termination clause in the Elsevier license agreement to end that agreement on December 31, 2020, rather than a year later so that funds which would otherwise go to paying this bill can be used to meet unit objectives.
- Work with colleagues in the UNC System and the Carolina Consortium to convince publishers to hold prices at FY2020 levels in FY2021.

- Plan for potential budget cuts in FY2021 and FY2022. Responsibly manage student employment in the context of available lapsed EHRA salaries if these positions are not needed for an FY2021 cut.
- Redistribute furnishings to comply with social distancing guidelines and defer any additional purchases related to furnishings and student study space until the pandemic ends. Use CARES funds supplemented by operating and possibly private funds for PPE, signage, plexiglass, and other building changes needed to reasonably minimize risk to ALS staff and members of the ECU community while in the libraries.
- Emphasize virtual events and exhibits for the duration of the pandemic and assess satisfaction with the virtual formats.

Provide **no more than five bulleted points** to briefly describe key opportunities, uncertainties, or challenges that may have impacted or will impact the implementation of the unit's strategic plan, which was approved by the Chancellor.

- The inadequacy of the current unit budget to meet the research and teaching needs of the university is a challenge; the uncertainty of additional budget cuts for FY2021 and FY2022 makes implementation of the strategic plan more difficult.
- The current "pause" on hiring and the possible need to hold most or all vacant positions for a budget cut impede the ability of the unit to increase staffing in areas that support the strategic plan.
- The effect of the pandemic and the budget on student employment will impact implementation of the strategic plan.
- The inability to hold large, open events, exhibits, and meetings during the pandemic will impact implementation of the unit's strategic plan.
- Restructuring services when reopening during the pandemic and balancing employees' need and/or desire to telework with business needs will be a challenge, particularly when the level of library use and demand of services is likely to change as a result of social distancing requirements.