

East Carolina University
Strategic Planning Annual Progress Report:
Academic Units
2020-2021

Unit: Academic Library Services

By August 1, ALS should forward the Strategic Planning Annual Progress Reports to the Provost. Please copy Dr. Kristen Springer Dreyfus at springerk@ecu.edu for SACS-COC documentation.

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).
 - ALS developed and communicated plans for reopening the library to the ECU community in August 2020 with safety measures including Plexiglas, sanitation stations, signage, scheduled intercom reminders, socially distant placement of furniture, and occupancy limits for specific spaces. ALS revised these plans several times during the year in response to the pivot to online classes in the fall and then student requests for longer hours in the spring. Library resources and services were provided through a combination of virtual and on-site services. ALS was one of the few U.S. academic libraries that continued to provide interlibrary loans and document delivery services throughout the entire pandemic. ALS employees pivoted quickly to support courses that moved from face-to-face to online instruction, supporting them with Canvas modules, videos, and tutorials, as well as extended hours for online reference services and research consultations. Additional contactless services were introduced. ALS also loaned equipment to other offices on campus so that their employees could use them to telework. The shift to telework for many ALS employees facilitated substantial progress on long-term projects such as library catalog data quality enhancements, digital collections metadata improvements and content additions, processing of Special Collections born-digital files, collection guide updates, and addition of content to the institutional repository. Special Collections staff envisioned, created, and solicited content for the ECU COVID-19 Collection and the Social Justice Collection. Many contributions to the COVID-19 Collection came from students who produced them as part of class assignments.
 - ALS continued to acquire and provide access to new electronic and print content for all its collections including manuscripts, rare books, teaching resources center, music, and the general collection. Noteworthy additions included the Horace Hardy Mewborn Jr. Collection, the Edith D. Warren Papers, *Met Opera on Demand*, scores owned by early 20th-century saxophonist Ben Kanter, additional modules of *Sage Research Methods*, the *Simply Analytics* database, Adam Matthew digital content, and hundreds of ebooks from various publishers. Memorial gifts in honor of James Thompson were used to purchase 83 titles for the teaching resources center by or about women and girls. Staff developed a sustainable scholarship website and the OpenUNC website to communicate our commitment to making access to scholarship more open, transparent, and affordable. We invested in initiatives that provide alternatives to the standard publishing model including DuraSpace, Open Directory of Open Access Journals, NC LIVE HomeGrown Collection, NC DOCKS, Open Journal Systems, Open Textbook Network, PLOS Community Action Publishing, Company of Biologists, and VIVO. All of ECU's OJS journals that were previously managed by ITCS were migrated to the library's instance of OJS. Related activities included training and supporting journal editors. The library funded and administered the Open Access Publishing Support fund and the Alternative Textbook stipend program. An "unlock" icon was added to designate open access resources on the A-Z database list.
 - ALS executed Records Management functions for the university including consultations, retrievals, accessions, and

destruction. The Records Manager approved Xtender SOPs for more than 40 departments and worked with ITCS to establish a more effective process for ensuring compliance with quality assurance requirements and on a training program covering document retention, review, and destruction for departments using Xtender.

- ALS employees, through the SHRA and EHRA Assemblies issued a statement in opposition to racism and social injustice and a statement in support of a name change for the library building.
 - In preparation for SACS reaffirmation, all position descriptions are being updated and all employees submitted CVs. The Operations Procedure Review Committee reviewed, updated, and received approval for 11 procedure revisions, as part of unit efforts to ensure compliance with SACS requirements.
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.
- A Faculty180 report indicated that EHRA employees published 12 articles, 3 chapters, and 1 review, completed at least 7 creative activities, and made 31 presentations in various venues. In addition, SHRA employees made conference presentations, co-authored a book chapter, and submitted articles for peer review.
 - ALS managed and implemented 3 grants (LSTA She Changed the World Mini-Grant/Cobourn/Daugherty; State Library of NC LSTA/Sanders STEMsearch; State Library of NC SLNC Cares Grant/McLellan. The library also partnered with ECU's anthropology department on a grant from the NC Humanities Council (PI M. Perry). Additionally, the library submitted 3 new grant applications (State Library of NC LSTA/Hoover (funded); State Library of NC LSTA Project Grant/McLellan (non-funded), and UNC ULAC IMLS CARES Act Grant/Lewis (non-funded)) Other applications are in development for submission this cycle (Diversifying Collection Development/K. Spring; Community Archiving/J. Daugherty). ENC STEM expands access to resources, opportunities, and experiences that strengthen science literacy and learning in eastern North Carolina by collecting and sharing resources from the Aurora Fossil Museum, Sylvan Heights Bird Park, and The NC Museum of Natural Sciences at Greenville. Output from the *She Changed the World* grant included 2 workshops, 6 oral history interviews, and a video compilation of those interviews.
3. **Service:** Summarize unit highlights in service during the reporting period (i.e., awards, recognition, partnerships, and innovation).
- The SHRA Assembly planned and held the 17th annual Paraprofessional Conference virtually from May 11-13, 2021. The theme was Technology & Cyber Awareness. The conference offered 3 full days of programming including 2 keynote speakers, 3 poster presentations, and 17 sessions. There were 480 registered attendees with an average of 119 attendees per session. This year's attendance grew 60% over the previous year and nearly half were first-time attendees. Many were from North Carolina, but other states, territories, and countries were represented.
 - The Stewardship Committee developed a partnership with ECU Sustainability and organized several community service opportunities, including work at the ECU community garden, a Greenville Greenway cleanup event, three Purple Pantry food drives (with the Staff Development Committee), an ongoing newspaper drive for Habitat for Humanity, and the Smithsonian Institution's Freedmen's Bureau Transcription Project.
 - The Staff Development Committee received an Office for Equity and Diversity anti-racist action-oriented mini-grant that was used for 13 staff to attend the Equity in Action: Fostering an Antiracist Library Culture workshop series. Attendees gave a collaborative presentation to share what they learned with other ALS employees. The Staff Development and Library Diversity Committees partnered to initiate the Library Reading Group. The first selection was Ibram X. Kendi's *How to Be an Antiracist*. The committee promoted participation in the *Racial Equity: the Groundwater Approach* training offered by ECU and organized a post-training reflection session with guest speakers from OED. The committee held the first entirely virtual Staff Development Day in March with 6 hours of programming, as well as other sessions throughout the year. Additional staff development activities were provided via library forums sponsored by the EHRA Assembly and the SHRA Assembly.
 - University service: nearly all of ALS's EHRA provided service on approximately 50 university committees and were officers on at least eight. In addition, librarians served in UNC Faculty Assembly roles and as the University's Copyright Consultant, Public Access Compliance Monitor, and Faculty180 Manager. SHRA and EHRA-NF were active in Staff Assembly.
 - Unit service: nearly all of ALS's employees served on at least one unit committee. The SHRA and EHRA Assemblies met regularly, had active committees and sponsored numerous programs and volunteer opportunities.

- ALS employees continued to provide leadership at the state and regional levels through numerous organizations including the North Carolina Library Association, NC LIVE, the Association of Southeastern Research Libraries, the UNC University Libraries Advisory Council, the Society of North Carolina Archivists, the Historical Society of North Carolina, and the Southeastern Music Library Association. National and international service contributions included the American Library Association, the Association of College & Research Libraries, NASIG, CORAL, the Society of American Archivists, the SPARC OER Leadership Program, Lyrasis, the International Council on Archives, and the SNCC (Social Networks and Archival Context) Cooperative. ALS employees enriched local organizations through their contributions to the City of Greenville Sycamore Hill Gateway Advisory Group, Pitt County Historical Society, Friends of the ECU School of Art and Design, Sheppard Memorial Library Board of Trustees, and Friends of Sheppard Memorial Library, among others. ALS employees also served on the editorial boards of numerous peer-reviewed journals and as external reviewers for tenure and promotion candidates.

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 2020-21. **Units are not required to take substantial actions for all objectives.**
 - b. Provide data for Metrics associated to each Unit Objective. If the data has been collected for the first time in 2020-21 provide a summary of the baseline data.
2. In the metrics table,
 - a. Provide data for each metric associated with the Unit Objective. If you have the data readily available for previous years, please include that information. If not, start with the 2020-21 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 2020-21, 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 2021-22, 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 (place an X by the appropriate status)
1. Provide library resources and services students need to maximize their academic success. <ol style="list-style-type: none"> 1. Satisfaction surveys of students 2. Number of UNIV 4990 practicum students mentored by librarians 	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input checked="" type="checkbox"/> Completed for AY <input type="checkbox"/> Completed <input type="checkbox"/> Deferred

Actions Taken and Metric Results

- Acquired 74 Macbook Airs, 25 Dell computers, 35 Wifi hotspots, 7 Learn-at-home kits, and numerous headsets, webcams, Swivl units, and writing tablets for student use. The equipment, which can be checked out from the Circulation desk, was available for long-term loans during the pandemic and enabled students' completion of course assignments and success in their coursework.
- Gave presentations or workshops for Three Minute Thesis program, Research & Creative Activities Week participants, Graduate Thesis / Dissertation Boot Camp, Student Orientation, ROTC, and other events. Taught 230 library instruction sessions for undergraduate and graduate classes and prepared 92 asynchronous online presentations that reached more than 7,600 students. Conducted 259 research consultations. Oversaw internships and mentored student employees. Partnered with ECU Honors College students on the Pirates for Academic Success project.
- Sponsored various student awards, including the W. Keats Sparrow Award, the Thompson Student Employee Award, the Bassman Honors Thesis Award, and multiple Graduate Student Art Exhibit awards.
- Provided a safe space for student research, study, and group work throughout the academic year, and extended evening hours during spring semester in response to student demand. Students reserved library study rooms 42,500 times.

Metric	2017-18	2018-19	2019-20	2020-21	Goal by 2022
Graduate Student Exit Survey Library and electronic research resources rating	4.3	4.3	4.2	4.3	4.3
Graduating Senior Survey Library services overall rating	4.4	4.4	4.5	4.5	4.5
Graduating Senior Survey Library effectiveness rating	4.3	4.3	4.4	4.4	4.5
Librarian mentorship with UNIV 4990 practicum	1	9	16	17 (13 RIS, 4 TRC)	25

Actions Planned for 2021-22

Analyze IPAR reports of student data to determine correlation between library engagement and student success. Reinstate the GROW program for student employees and expand student employment opportunities through participate in job fairs and work with the Student Employment Office. Install a second laptop kiosk for self-checkout of laptops. Monitor use of equipment and, if possible, purchase additional equipment if there is a need.

Unit Objective(s) and Metric(s)	Unit Objective Status (place an X by the appropriate status)
<p>2. Lead textbook/educational resources affordability initiatives that support student success while reducing students' expense for course materials.</p> <ol style="list-style-type: none"> 1. Potential student savings on course-adopted materials 2. The number of courses/sections that benefit from library affordability initiatives 3. The number of course-adopted materials available to students online via the ECU Libraries as part of library affordability initiatives 4. The number and amount of faculty stipends awarded as part of library affordability initiatives 	<p>___ Planning ___ Implementing <input checked="" type="checkbox"/> Completed for AY ___ Completed ___ Deferred</p>

Actions Taken and Metric Results

- Purchased 184 ebooks, added them to the catalog and ebook portal, and provided links to the 158 professors whose classes were affected to distribute. These ebooks served 351 class sections for Fall 2020 and Spring 2021 classes.
- If all students used the ebooks instead of purchasing new books from the bookstore, the total savings would be \$480,506.
- **Highlights:** OpenStax books adopted in PSYC 1000, CHEM 1150 and 1160, and BIOL 1100 and 1200 accounted for more than **\$91,000 in potential savings.**
- Librarians worked with 9 faculty members from 9 departments in 5 colleges to convert their classes from using traditional commercial textbooks to using materials that are freely available to students.
- Selected 10 faculty members from 9 departments in 4 colleges to receive alternative textbook awards for courses to be implemented in the 2021-2022 academic year and paired them with librarians.
- In addition to providing ebooks, staff provided access 199 films for 57 classes in the fall 2020 and spring 2021 semesters. Expenditures for our two primary vendors totaled \$12,264. Some of the selected films were offered by AVON, a subscription that was paid from student technology fees this year.

Metric	2017-18	2018-19	2019-20	2020-21	Goal by 2022
Student savings		\$453,860	\$622,990	\$480,506	\$750,000
# of courses/sections	Fall data unavailable; Spring 2018: 204 sections	353	457	351	475
# of course-adopted materials		215 ebooks	361 ebooks (not de-duplicated between semesters)	184 ebooks (not deduplicated)	400
# and amount of faculty stipends	16 faculty; \$1,000 from ALS; \$15,000 from LSTA Grant	15 faculty; \$3,000 from ALS; \$12,000 from LSTA Grant	7 faculty; \$7,000 from ALS funds	10 faculty selected; paid from ALS funds	10

Actions Planned for 2021-22

- Develop relationship with new bookstore personnel and potentially develop new workflows, since the bookstore is now run by Barnes & Noble.
- Continue to allocate materials funds for the purchase of ebooks and streaming media.
- Promote use of ebooks purchased through UNC System deals and with end-of-year funds from Academic Affairs
- Continue offering awards for courses to transition to open and library-licensed materials.
- Participate in state-wide textbook affordability initiatives through the Open and Affordable Resources Committee as part of the UNC University Library Advisory Council.

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"> 1. Number of web views for digital/online activities, community events, exhibits, and programs sponsored by the libraries or co-sponsored by the libraries with internal and external partners 2. Number of social media engagements 	Planning __ Implementing X Completed for AY Completed Deferred				
Actions Taken and Metric Results					
<ul style="list-style-type: none"> • Programming was all virtual this year due to the pandemic. Virtual presentations by Joyner faculty, staff and external presenters included: Feminizing the Word "Prisoner": Uncovering Women's Experiences in the Holocaust; Telling Women's Stories by Special Collections Librarian Jo Overstreet; Virtual Memoir Writing Workshop by University Archivist Alston Coborn; Discovering the Hidden Women in Your Family History Genealogy Program by NC Librarian Jennifer Daugherty; Using Children's Literature to Initiate discussions on Race Relations, Racism and Injustices by TRC Librarian Alan Bailey; HUAC vs. the "Greenville Benevolent Association": Investigating the Klan in Eastern North Carolina, 1965-68, by Government Documents Librarian David Durant; In Conversation with Freeman Vines, by NC Art Council Folklorists Zoe Van Buren and Tim Duffy; SOAD Art Graduate Show Reception & Awards Ceremony by Charlotte Fitz Daniels; and the Paraprofessional Symposium organized by ALS staff member Joe Barricella. • Exhibitions included "How They Lived: The First Twenty Years of Campus Life" curated by the University Archivist, "Ways of Making, Hanging Trees by Freeman Vines", "Hostile Terrain 94", "The Art of Migration", "BBQ Capital of the World", and a National Archives and Records Administration traveling exhibit on women's suffrage. Music Library exhibits included "Black Composers in Classical Music" and "Asian-American and Pacific Islander Heritage Month: Celebrating Musicians and Composers." The Teaching Resources Center created 15 book displays. <i>Beyond Bricks and Mortar Revisiting the Sycamore Hill Community</i> was on view at the Ledonia Wright Cultural Center from February 1st through April 30th, 2021. Omeka online exhibitions included <i>Ways of Making, Hanging Trees by Freeman Vines; BBQ Capital of the World, The Jones Family Legacy, ENC BBQ, Family, Farm Life and Celebration</i>; the SOAD Art Graduate show; <i>First in Family</i>, and recognition of book authors in the Division of Academic Affairs. • Page Views: ALS had 12 active virtual exhibitions/programs with a total of 1381 views, for an average of 115 views per event/exhibit. • Social Media Engagement: ALS average engagement rate for the time period is 2.1% - Social media engagement rates measure actions taken by social media users/followers such as sharing, commenting on or liking posts. Engagement rate is typically calculated by dividing the average amount of actions by the number of followers. Our engagement rates are calculated by our social media marketing platform, Falcon. The breakdown of ALS Engagement rates for this time period include: Instagram 30,500 impressions with a reach of 17,000, and 2,190 followers for an engagement rate of 3.22%; Facebook had 52,890 impressions with a reach of 31,580, and 1,913 followers for an engagement rate of 2.37%; Twitter had a reach of 17,681 with 2,159 fans for an engagement rate of 0.72%. 					
Metric	2017-18	2018-19	2019-20	2020-21	Goal by 2022
# of Page Views of online exhibits, programs, etc.	Not collected	Not collected	Not collected	Average of 115 views per	Average of 50 per event/exhibit

				event/exhibit (ALS hosted 12 virtual events/exhibits with 1381 views)	
# of Attendees (Virtual live, In-person live, and recorded)	2,400	2,654	1,620	700	Average of 2500 per year
# of Social Media Engagements/Impressions	Not collected	Not collected	Not collected	2.1%	Average engagement rate of at least 0.10%

Actions Planned for 2021-22

The 2021-2022 ALS exhibition schedule includes several exhibits in the Janice Hardison Faulkner Gallery: *The Art of Migration*, *SOAD Alumni Art Exhibition*, *Shadow of Light*, *Work by Susan Martin Meggs*, *14th Annual SOAD Graduate Student Art Exhibition* as well as *The Impact of Global Warming on the NC Shores Exhibition*. In the RIS Hallway, *the Unity Project*, the *9/11 Poster Exhibit* and Susan Martin Meggs' *COVID Series* will be on view. In addition, virtual exhibits will continue to be on display on the library's website and new ones will be created. ALS will participate in campus wide collaborations for the 9/11 20th anniversary remembrance programming and exhibits.

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. 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 type="checkbox"/> Implementing</p> <p><input checked="" type="checkbox"/> Completed for AY</p> <p><input type="checkbox"/> Completed</p> <p><input type="checkbox"/> Deferred</p>

Actions Taken and Metric Results

4A. Major collections supporting research include publisher packages negotiated with other members of the Carolina Consortium to help keep prices low and inflationary increases in check. Major publisher deals include Cambridge University Press, Oxford University Press, Sage, Springer, Taylor & Francis, and Wiley-Blackwell. Many of our vendors agreed to hold costs stable, or nearly so, during the pandemic. Usage data were skewed because of the unusual circumstances (including some vendors removing paywalls), so were not collected per an agreement with other Consortium members and thus are not available as a point of comparison with previous years’ use. The need for the library to reduce expenditures to meet budget cuts is reflected in the cancellation of one of our publisher packages, Elsevier’s Freedom Collection, in favor of a smaller number of individual subscriptions. This cancellation allowed us to meet fiscal constraints by reducing costs from \$1,255,459 to \$335,463. However, the amount of content received was also radically reduced, from 2,282 to 122 journals. Laupus Library’s commitment to maintaining its subscription to ClinicalKey (containing many of Elsevier’s medical and nursing journals), helped offset the loss of this content from the Freedom Collection.

4B. Research tools managed by ECU Libraries include Open Journal Systems, DMPTool, DataVerse, The ScholarShip (ECU’s Institutional Repository), the Vireo thesis and dissertation management system, and the SPIN grants database. Library personnel partner with REDE to set up personal accounts for SPIN and the Office of Faculty Excellence (OFE) to offer workshops on its use. Additional OFE workshops address data management, measuring research impact, and evaluating publishers.

4C. The global audience for items in The ScholarShip, ECU’s institutional repository, has continued to grow. A project is underway to increase the amount of open access articles by ECU researchers included in the IR.

Metric	2017-18	2018-19	2019-20	2020-2021	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.	DMPTool: 9 new users; 25 completed new plans; 38 Downloads; 4 plans shared. DataVerse: 3 datasets published	N/A: ALS provides assistance based on faculty need.
Global audience	IR: 106,036	IR: 117,240 Unique page views;	IR: 128,161	IR: 139,613	Annual 2%

Unique page views; 1,466,593 downloads. Global Audience: 98 countries; Top visits from the United States, Philippines, United Kingdom, and India.	1,520,675 downloads. Global Audience: at least 99 countries; Top visits from United States, China, and Russia.	Unique page views; 1,285,089 downloads. Global Audience: at least 212 countries; Top visits from United States, China, Russia, and France.	Unique page views; 1,385,627 downloads; Top visits from United States, China, and United Kingdom.	increase in unique page views of IR
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Actions Planned for 2021-22

- The library received an LSTA grant for FY2022 to digitize older theses and dissertations in the collection and make them available in the institutional repository.
- We will continue to support sustainable scholarship by promoting research tools like DataVerse, and supporting open access publishing for ECU researchers through the Open Access Fund and innovative publisher agreements.
- We will continue to offer training on funding databases and other research-related topics like measuring impact or data management.
- We will monitor the effects of cancelling Elsevier’s Freedom Collection journal package.

Our Responsibilities

Unit Objective(s) and Metric(s)					Unit Objective Status (place an X by the appropriate status)
5. Academic Library Services will raise \$5 million in outright gifts and \$3 million in planned gifts by the end of the campaign in 2022.					<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input checked="" type="checkbox"/> Completed for AY <input type="checkbox"/> Completed <input type="checkbox"/> Deferred
1. Fundraising totals					
Actions Taken and Metric Results					
Metric	2017-18	2018-19	2019-20	2020-21	Goal by 2022
Total gifts	\$1,203,861	\$305,861	\$886,010	\$348,204	TBD by UA
Actions Planned for 2021-					
<p>University Advancement has indicated that it will revise goals and/or extend the campaign due to the change in university leadership and the pandemic. ECU has not moved from the quiet phase of the campaign to the public phase yet. In 2021-22, ALS will work with new advancement officers to identify and cultivate new donors as well as steward existing donors. We will review and revise planned gift agreements as needed to reflect current circumstances and needs.</p>					

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 2020-21.

- Exercised the early termination clause in the Elsevier license agreement and ended that agreement on December 31, 2020 rather than a year later; placed subscriptions to highest-priority journals; used savings to preserve non-state endowment income for other uses related to unit objectives and to fund other collections/resources needed by the university.
- Worked with colleagues in the UNC System and the Carolina Consortium to convince publishers to hold prices flat or reduce scheduled annual price increases due to the pandemic.
- Executed FY2021 budget cut and reversion in a manner that minimized harm to ECU community; used lapsed EHRA salaries to pay graduate students, although the number of students employed was low due to the pandemic. Received permission to fill several front-line SHRA positions and held additional positions vacant as part of modelling for a potential 6% cut in FY2022.
- Applied for and received Educational Technology, CARES and HEERF III funds and an LSTA grant to purchase and provide computers and hotspots to students, streaming media, and a laptop kiosk. Used operating funds and took advantage of central supply store to purchase PPE, stanchions, and partitions to minimize risk to employees and patrons.
- Emphasized virtual events and exhibits during the entire year.
- Held multiple professional development sessions on diversity, equity and inclusion topics, as well as other topics of interest to ALS employees.

Describe how you plan to allocate resources for the upcoming year in working toward meeting the unit objectives in 2021-22.

- Prioritize positions that the unit wants to fill – first identifying how to use positions that aren't needed for the potential 6% budget cut and then setting the order in which we would want to fill positions if there is a lesser or no budget cut for FY2022; determine how to replenish SHRA and EHRA reserves; plan for submitting appropriate reclassification requests for SHRA positions; investigate options for an advancement plan for EHRA NF employees.
- Devote substantial funds, including non-state funds, to acquiring, processing, and/or digitizing materials related to diversity and inclusion, expanding Special Collections content related to underrepresented populations, and subscribing to the HistoryMakers database.

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 return to 24/5 library hours and in-person instruction and events are highly anticipated but at the same time are of concern as mask requirements are still in place and highly contagious variants of the COVID-19 virus are present in the community. We don't know whether students, employees and community members will be comfortable being in public spaces like the library and realize that it may take time for use of the facilities and in-person services to rebound to pre-pandemic levels. Paired with this is the concern about our ability to plan and execute hybrid events that are engaging, technologically stable, and meaningful.
- It is important to recognize that ALS's ROSE designated employees worked safely and productively in the building the entire year. They earned our deep respect and appreciation. Many ALS employees worked productively from home either completely or in combination with on-site work. Many ALS employees look forward to Flexible Work Arrangements that will allow them to continue to reap the benefits and efficiencies achieved through remote work and/or flexible scheduling. As of the date of the submission of this report, the ALS Flexible Work Arrangements standard operating procedure is being developed. There will be opportunities as well as uncertainties and challenges in its implementation.
- 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 FY2022 and subsequent years makes implementation of the strategic plan more difficult. The current "pause" on hiring impedes the ability of the unit to increase staffing in areas that support the strategic plan. The freeze on reclassification of filled SHRA positions hurts retention and morale. The restrictions and uncertainties affect other departments/units on campus on which we are dependent and their ability to fill vacancies, for example, in the areas of grant support, creative services, and news services. The inadequacy of the university's budget and the amount of deferred maintenance costs is a challenge in many areas, including in

addressing the need to replace storm drain systems and HVAC units. ALS is plagued by ongoing water encroachment problems in a critical area in the basement that is used by Records Management and the Rare Books & Manuscripts Department. While some short-term fixes are underway, the long-term solution may be years away with the completion of the “super sidewalk” and improvements to the storm drainage system. We also continue to have leaks in the 3400-office suite due to recurring overflows of AC unit drainage pans.

- The Libraries and the university have a great opportunity to increase investments in and commitment to open scholarship and sustainable publishing initiatives. This is in part due to the cancellation of the Elsevier “Big Deal” and the slow but steady growth in alternative publishing structures.
- The application of the UNC Records Retention Schedule and NC General Statutes 121-5 and 132-8 to born-digital records including email must be addressed at the university level so that University Archives and University Records Management have the clear authority and backing to meet their responsibilities. Related to this challenge is the need to identify funding for digital storage for electronic records at ECU and then to select and implement a cloud-based service such as Amazon Glacier.