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## Joyner Library



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### 2013-2014 Annual Report

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#### East Carolina University

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**East Carolina University**  
**2013-2014 Unit Annual Progress Reports**

**Unit: Academic Library Services**

1. Teaching: Summarize unit highlights in teaching during the reporting period. Indicate how these achievements support the unit's goals and objectives for the academic year.
  - ALS assessed physical and virtual library spaces and made short-term improvements as well as long-term plans that supported the research and learning needs of all user groups, promoted the discovery and production of knowledge, and made efficient use of resources. The unit:
    - Implemented 24/5 hours from Sunday through Friday during the fall and spring semesters.
    - Created the Janice Hardison Faulkner Gallery, a 3700 square foot gallery, study and event space with state-of-the-art digital and audio equipment.
    - Developed renovation plans for the Music Library.
    - Enhanced the existing graduate study lounge by adding large-screen monitors, additional computers, and a wireless router.
    - Created a new seating/study area in the Teaching Resources Center by shifting part of the circulating collection and removing shelving.
    - Administered the LibQUAL+© survey to undergraduate and graduate students and developed an action plan to respond to concerns and suggestions. Plan includes improving wireless access in several areas, installing solid state hard drives to improve computer speed, increasing security guard patrols to enforce noise restrictions, adding 158 seats, providing an absolute quiet area, and creating a new graduate student/faculty research area.
    - Implemented a reservation system for all student study rooms.
    - Created a “green” popular periodicals collection using periodicals donated by library staff.
    - Completed renovations to create a Starbucks location in Joyner Library. The renovations also created room for 16 additional seats in the public area and a streamlined, more efficient workspace for the Circulation and Interlibrary Loan Departments.
    - Replaced the preservation/conservation lab carpet with tile to ensure compliance with environmental health and safety regulations and improve safety.
    - Transferred university records from ABC Storage to Confidential Records Management.
    - Developed a new template for the library website which will be implemented before the Fall 2014 semester begins.
    - Investigated, selected and customized Blacklight, an open source product, as a replacement for the e-Library catalog. Blacklight will be implemented during the 2014-15 academic year.
  - ALS met its responsibility to manage, develop and preserve physical and digital collections that support the evolving curricular and research needs of the University through a number of initiatives. The unit:
    - Added new e-journal backfiles, e-book series, streaming video collections, and other electronic resources, including Caribbean Newspapers 1718-1876, Engineering Case Studies, English Historical Documents, Institute of Physics e-books, Mango Languages, Naxos Jazz Library, ProQuest Dissertations & Theses: Global Edition, Statistical Abstracts of the United States, and several Archives Unbound Collections.

Purchase/subscription decisions as well as cancellation decisions were based on recommendations by the Electronic Resources Review Committee, which includes members from Joyner and Laupus Libraries.

- With colleagues at Laupus Library, coordinated a campus-wide project to review Scopus as a replacement for Web of Science. This included a two-month trial during which faculty could compare search results in the two databases, information sessions for faculty, gathering faculty input via multiple methods, and analysis of comparative coverage and functionality of the two products. Following the review, the ECU Libraries made the decision to subscribe to Scopus and not renew Web of Science when the subscription expires. This decision resulted in annual savings of approximately \$80,000.
- Based on faculty input and internal evaluation, cancelled the following electronic resources: Bibliography of Asian Studies, Credo, Reference Universe, and Web of Science. Reduced the number of concurrent users for several resources and took other measures to reduce journal and database costs and improve efficiencies.
- Began using ReadCube service to provide article-level access to certain journals published by Nature Publishing Group as one way to reduce expenditures while continuing to provide immediate access to researchers.
- Completed two digitization projects for the Laupus Library History Collection: medical catalogs (6300 pages) and Stereoscopic Studies of Anatomy (589 cards).
- Digitized 98 East Carolina University football game day programs from the 1960s through the 1990s and converted tapes of 241 football games from 1952 to 1989 to DVD format.
- Prepared documents for ABET accreditation for M.S. in Occupational Safety and the Department of Engineering and for NASAD accreditation of the School of Art & Design; also prepared reports for the Departments of Health Education & Promotion, History and Physics as part of their accreditations, program reviews, and/or self-studies.
- Added extensive number of vocal music materials to the Music Library as part of annual emphasis on purchasing for a specific area of the collection.
- Received several thousand jazz CDs as a gift from Tom “the Jazzman” Mallison and began cataloging them using a temporary cataloger.
- Completed cataloging of all items from the original (2010) Stuart Wright Collection purchase and cataloged 549 other items for Manuscripts & Rare Books, 1697 items for the North Carolina Collection, 2148 items for Teaching Resources Center, and 1429 items for Digital Collections (numbers as of May 31, 2014).
- Cataloged all new general collections acquisitions in a timely manner with no backlogs.
- Performed 10,237 treatments on 2,976 items.
- Implemented a new firm order allocation formula.
- Completed the first full fiscal year of print demand driven acquisition, importing 10,219 discovery records and purchasing 139 titles at a total expenditure of \$7,454.
- Acquired a number of outstanding resources for the North Carolina Collection including
  - first editions of several significant novels with settings in North Carolina
  - over 400 issues of the dime novel series *The Liberty Boys of '76*, which expands the comprehensiveness of the Roberts Collection of North Carolina Fiction
  - Rare titles devoted to the Civil War and eastern North Carolina donated by Gene Roberts
  - Eppes High School yearbooks which document the final years of segregated public schools in Greenville.
- Acquired a number of manuscript collections including:
  - W. Keats Sparrow Papers (author, professor and former dean of the Harriot College of Arts & Sciences)

- Max Ray Joyner Collection (former member of the ECU Board of Trustees and Greenville businessman)
  - Earl Trevathan Papers (former pediatrician, Greenville City Council member, and community leader)
  - First Battle of Kinston, N.C. Collection (contains letters written by two brothers who served in the Massachusetts 45<sup>th</sup> Infantry)
  - Robert May Family Papers, 1841-1937 (May family of Farmville, NC)
  - Robert L. Ghormley Papers Addition (Vice Admiral Ghormley served in China, Nicaragua, Haiti, as commander of the destroyer USS SANDS and the battleship USS NEVADA, and in World War I. His World War II service included Commander of the South Pacific Area and South Pacific Force, Commander of the Fourteenth Naval District and the Hawaiian Sea Frontier, and Commander of United States Naval Forces in Europe.)
  - Concord Primitive Baptist Church Records (1808 deed and minute books covering 1810-1978, church was located near Creswell, NC)
  - William B. Martin Papers, 1942-1945, 2006 (papers related to his service as a Quartermaster 3<sup>rd</sup> Class aboard the USS ANN ARUNDEL during World War II)
  - Alex Albright Collection (material related to the African American Navy Band members who served at the Great Lakes Naval Base during World War II)
  - Map (1706): *Zee en Land Togten der Franszen Gedaan na, en in't Americaans Gewest van Florida, aller-eerst door Joh Pontius ontdekt*- by Pieter Vander Aa (of Leiden, Netherlands) illustrating Ponce De Leon's travels and discoveries in North and South Carolina.
- ALS provided the University community and residents of eastern North Carolina and beyond with educational resources and cultural opportunities that fostered engagement and learning:
    - The W. Keats Sparrow ENGLISH 1100 and 1200 Writing Award, the Rhem-Schwarzmann Prize for Recognition of Student Research, and the Michael F. Bassman Honors Thesis Award helped foster a culture of excellence in undergraduate education at ECU.
    - The Tenth Eastern North Carolina Literary Homecoming, held in September 2013, featured readings, panel discussions, and workshops with writers on the theme of North Carolina: A State of Change, a Changing State. The Roberts Award for Literary Inspiration was presented to Fred Chappell. Approximately 300 people participated in the Homecoming, with strong attendance from ECU students at the Friday event. 95% of attendees agreed that the program helped them better understand changing themes to North Carolina's Literary Heritage.
    - The Ninth Annual Librarian to Librarian Networking Summit, Shifting Gears, provided professional development for school media personnel in North Carolina, Virginia, and South Carolina. More than 200 persons attended the Summit's 31 sessions, for which they were eligible to receive 1.0 CEU. Award-winning author Sheila Turnage was the keynote speaker. She also gave a presentation that was open to the public, and was publicized to ECU faculty and students.
    - The Sixth Annual Graduate Student Art and Design Juried Exhibition was on display from October 1 through December 1, 2013. Twenty-eight students entered 70 pieces of art, with 38 pieces being accepted for exhibit. Four awards were given at a reception for the artists and their faculty.
    - The Eastern North Carolina: Past and Present Exhibition was on display from March 1 through April 30, 2014. The exhibition theme was selected based on its relevance to Janice

Hardison Faulkner's life and was the inaugural exhibition in the new Faulkner Gallery. The exhibition incorporated Joyner Library's digital collection and art by 7 students and faculty from the School of Art and Design. The exhibition was featured at the Faulkner Gallery grand opening and donor reception at which former Governor James B. Hunt was featured speaker and at a reception for the public.

- Other exhibits included Pepsi-Cola and the Minges Family: Two Enduring Traditions Born in Eastern North Carolina, Lady Liberty: Women During Wartime, Remembering Williamston 1963-64: A North Carolina Civil Rights Battlefield, Dawn of Printing in North Carolina, rotating Audubon print exhibit, Foto Tastic: ECU School of Art and Design Photography Students, Study Abroad Photo Competition Exhibition, rotating African Art display, Stuart Wright Children's Collection, Celebrating the 200<sup>th</sup> Anniversary of the Star-Spangled Banner, and The Thomas Moore Collection: A Gift of String Music.
  - The Teaching Resources Center established the Nancy W. Darden Child Development Center Art Wall which highlights art created by preschoolers attending the Center. In addition, the Teaching Resources Center had numerous exhibits including artwork from educational institutions in the area and book displays denoting special celebrations and featuring titles that pre-service teachers and area educators could integrate into the curriculum.
  - Events included the Human Library, several FaculTeas, lectures related to the Stuart Wright Collection by visiting scholars, Edible Book Festival, Faculty Author Book Awards, and New Faculty Orientation. ALS hosted the Southeastern Writing Center Association's annual conference, which was attended by 300 people.
  - Joyner Library was awarded a \$56,290 grant from the National Historical Preservation and Records Commission to process the collection of the Institute of Outdoor Theater, which is located at ECU. An online finding aid will be created that will make these materials accessible to the public.
- ALS engaged in several new initiatives that fostered research activity at East Carolina University. The unit:
    - Collaborated with the Division of Research and Graduate Studies to obtain an LSTA Innovation grant to develop a Research Roadmap mobile app that will help university researchers by walking them through the proposal process from concept generation to a complete grant application. In doing so, the Roadmap will connect researchers both to university-specific grant resources and to discipline-specific library resources.
    - Collaborated with Laupus Library and the Graduate School to design and implement a Graduate Student Research Workshop Series covering topics such as RefWorks, copyright, scholarly communication, and literature reviews.
    - Provided every college with data needed to correct their respective journal lists in Sedona and made numerous corrections to colleges' journal entries in Sedona.
    - Established DMPTool and Odum Institute DataVerse for campus use.
    - Set up procedures and began monitoring ECU researchers' compliance with government funders' public access policies.
  - ALS continued to collaborate with Laupus Library to achieve maximum efficiency and coordination while maintaining the quality of core services in both libraries. Some of the collaborations and efficiencies have been mentioned earlier in this report. Notable areas of collaboration include:

- ALS assumed responsibility for hiring, training, scheduling, supervising, and managing the payroll for temporary security guards at Laupus Library. Laupus had not previously employed security guards. By having the permanent security officers at Joyner assume responsibility for guards at both libraries, Laupus was able to avoid having to hire a permanent security officer and efficiencies were realized in training, scheduling, etc. Moreover, a consistent level of service will be provided at both locations. ALS security provided updated floor plans for Joyner and Laupus Libraries to ECU Police.
- ALS staff provided hands-on training in preservation/conservation techniques to Laupus Library's visiting fellow.
- ALS and Laupus Library have a long history of close collaboration in the area of electronic resources, particularly in the management of resources funded by the Virtual Library. The ALS Electronic & Continuing Resources Acquisitions and Collection Development Departments are responsible for carrying out licensing, invoicing, access management, usage data review, and primary vendor communications for all resources funded by the Virtual Library. Additionally, ALS and Laupus Library collaborate on projects of collection evaluation. This year, the Web of Science/Scopus assessment and decision to subscribe to Scopus is a premier example of this collaboration. It resulted in an annual savings of approximately \$80,000. The two libraries experimented with using ReadCube as a platform for the demand driven acquisition of articles in journals published by Nature Publishing Group as a cost-savings measure and plan to expand ReadCube's use in the upcoming year. ALS manages the ReadCube account. Furthermore, planning is underway to move expenditures to the ALS and Laupus budgets to prevent a projected shortfall of \$296,000 in the Virtual Library budget caused by inflationary increases in e-journal and database subscription costs.
- The ALS Electronic & Continuing Resources Acquisitions department is the first responder and primary troubleshooter for e-resource access problems for both libraries. The department responded to 304 e-resource access error reports between July 1, 2013 and June 30, 2014.
- ALS and Laupus jointly implemented the CORAL open source electronic resources management system and developed shared procedures for use of the system.
- Scholarly communication services for the university are managed by ALS's Assistant Director for Research and Scholarly Communication, a position created a year ago. The Assistant Director works closely with Laupus colleagues, the Scholarly Communication Committee, the Division of Research & Graduate Studies, and the Associate Deans for Research to identify and meet campus needs.
- The ALS Application and Discovery Services (ADS) Department, which is responsible for maintaining the joint ECU Libraries websites and both libraries' separate websites, developed a new template that will replace the existing Joyner and Laupus websites. ADS also developed a study room reservation system for both libraries and created a library hours web application. Web support for both libraries included resolving 659 issues for the libraries which included small-scale edits and larger project requests.
- The Joyner, Music and Laupus Libraries collaborated to standardize most circulation terms (due dates, renewals, etc.) and to create a combined equipment webpage and an online equipment liability form.
- ALS and Laupus Library acquired LibAnswers and began using the same interface for online reference transactions, online help, and FAQs.
- The Manuscripts and Rare Books Department assisted Laupus Library with manuscript collection processing, use of online processing tools, exhibits, and preservation.

- Digital Collections completed the Medical Catalogs and Stereoscopic Studies of Anatomy Collection projects for the Laupus Library History Collections.
  - ALS and Laupus Library catalogers held joint training sessions for the new Resource, Description, and Access cataloging standard. ECU cataloging supervisors also conducted a training session for catalogers at Elizabeth City State University.
  - ALS and Laupus Library collaborated on new billing routines and procedures to transfer outstanding student bills from the Symphony integrated library system (ILS) to Banner for campus debt collection. The Symphony administrator, who is employed by ALS, made the changes in Symphony for both libraries. The ALS ILS staff managed Symphony, including upgrades and server replacements, for both ECU Libraries and for Elizabeth City State University.
  - The ALS Research & Instructional Services Department collaborated with Laupus Library's Information Services Department on *Guides on the Side* online tutorials and the graduate student research workshop series.
  - Joyner Library hosted an exhibit promoting materials from Laupus Library as well as an exhibit featuring artifacts from the Country Doctor Museum.
  - ALS and Laupus Library began sending combined shipments of materials to the bindery, resulting in efficiencies in shipping and handling.
2. Improvement of student learning: Highlight major pedagogical and curricular changes your units have made to improve student learning in academic programs. Indicate how these accomplishments support the unit's goals and objectives for the academic year. Not applicable to Academic Library Services.
3. Research/creative activity: Summarize unit highlights in research/creative activity during the reporting period. Indicate how these accomplishments support the unit's goals and objectives for the academic year. Attach (where appropriate) the unit's one page graphical results from Academic Analytics.
- Academic Library Services faculty and staff produced 8 peer-reviewed journal articles, 3 additional articles, 1 performance, 4 books, 1 book chapter, 11 book reviews, 3 columns, 31 conference presentations, and 4 additional presentations. Much of the research activity helped achieve the unit's goal to increase awareness and use of library collections and services. Selected research and creative activity furthered the unit's goal to provide residents of eastern North Carolina with educational and cultural opportunities. These research activities also furthered the unit's goal to engage in collaborations to share expertise and advance the profession of librarianship. A list of major research/creative activity is attached.
  - Patrick Carr received the Esther Piercy Award from the American Library Association's Association for Collections and Technical Services Division. The award recognizes contributions to the areas of librarianship included in library collections and technical services by a librarian with not more than 10 years of professional experience who has shown outstanding promise for continuing contribution and leadership.
  - Barry Munson received the North Carolina Association of Historians' Willie Parker Peace History Award for editing the book, *Confederate Incognito: The Civil War Reports of "LongGrabs," a.k.a. Murdoch John McSween, 26<sup>th</sup> and 35<sup>th</sup> North Carolina Infantry*. Munson is a four-time winner of this award.
  - ALS faculty had two articles accepted for publication in *College & Research Libraries*, the leading journal for academic libraries published by the Association of College & Research Libraries.

4. Service: Summarize unit highlights in service during the reporting period. Indicate how these accomplishments support the unit's goals and objectives for the academic year.
- Twenty ALS faculty members served on Faculty Senate Committees and ECU administrative committees.
  - Twenty-one ALS faculty and staff members served in leadership roles (chair, director, officer, board member) for national and state organizations.
  - Faculty and staff served on approximately 25 other university committees and task forces. Nearly every faculty and staff member served on a unit committee or task force.
  - Eleanor Cook received the Marilyn Miller Award for Professional Commitment. This award from the North Carolina Library Association Women's Issues in Libraries Round Table recognizes a professional librarian in North Carolina who has provided outstanding leadership and service in furthering the status of women in librarianship, the mission of the library community, and/or the support of women colleagues in the workplace.
  - Alan Bailey received the Roadbuilder's Award for Academic Librarianship, given by the North Carolina Library Association's Roundtable for Ethnic Minority Concerns. The award recognizes ethnic minority librarians who have served as pioneers in librarianship and also as positive role models.
  - A list of major service activities by ALS faculty and staff is attached.
5. Strategic Planning:
- a. Describe any multi-year trends that support the unit's strategic goals, activities, and products.
- During spring, 2014, ALS adopted new two-year goals covering the period July 1, 2014-June 30, 2016. These goals have been shared with former Provost Sheerer and Interim Provost Mitchelson. The ten goals provide a roadmap for the unit's strategic activities which are detailed in department and committee objectives.
  - ALS continues to see increases in gate count (900,000) and group study room reservations (70,000). Now that ALS has implemented 24/5 library hours with overnight access limited to the first floor, students are requesting overnight access to additional floors, in part so that they can use study rooms located on those floors. Graduate students continue to request a larger dedicated space.
  - The need to reduce library space devoted to collections is a trend seen in academic libraries nationwide. ALS has historically managed space needs by weeding journal volumes to which we own archival online access, maximizing the use of compact shelving in the Joyner basement and the Music Library (the only locations that can support such shelving), and using off-site third party storage for university records. However, continued growth of all collections coupled with student demand for more seating necessitates the need for a more comprehensive storage solution. The Library Storage Task Force report dated May 1, 2014 recommends the creation of a 4,500 square foot high density storage facility that can house a variety of materials including journals, monographs, university records, university archive material, rare books, manuscripts, microfiche, DVDs, and videotapes.
  - Open Access requirements have expanded to additional funding agencies and now include research data as well as journal articles. There is a growing need for data-related services at various stages of the research process. The Research Roadmap will assist with this, but additional expertise is needed to provide assistance with discovering and reusing existing data as well as with metadata creation and data curation and preservation. Issues related to attribution, citation, and unique identifiers are expected to grow.



- Rapid changes in the way people access information, particularly through the use of smartphones and tablets. ALS must ensure that its resources and subscription databases can be accessed and content managed through these devices. Responsive design and other device neutral solutions are necessary.
  - User demand for seamless access to resources through an intuitive interface, coupled with rapid and ongoing changes in the industry landscape for discovery tools positioned as additions to or substitutes for the traditional multi-module integrated library system, continue to require close analysis and planning.
  - Demand-driven acquisition (DDA) models are a prominent trend affecting how ALS selects and acquires books and provides access to journal articles. ALS is beginning its fourth year of e-book DDA and has had a print book DDA program for 18 months. During the last fiscal year, 213 e-books and 139 print titles were acquired through the DDA programs. With ReadCube, DDA for journal articles is being used on a small scale (12 articles purchased in six months). ReadCube will be expanded in the upcoming year and other purchase-on-demand options for journal articles will be explored. For books, DDA provides the opportunity to load record sets in the library catalog quickly to provide access for new areas of teaching and research. DDA will also be used to provide access to materials in the call number ranges where the library collection sustained damage due to the June 29 water leak. In addition, expanding DDA plans will help ALS manage budget cuts more efficiently while building a collection that is responsive to user needs.
  - The use of data-driven assessment is increasing. To support this, it is important that the data management and analysis project ALS and Laupus are working on with ITCS and IPAR becomes operational. Usability analysis to evaluate and improve library websites and applications is also of growing importance.
- b. Describe the unit's future plans with respect to growth or reduction and the way in which you will address *Our Time, Our Future*, the strategic plan for the University of North Carolina.

The unit's two-year goals are tied to ECU's strategic directions and thus to UNC's strategic plan. ALS goals:

1. Use innovative learning strategies and delivery methods to expand access to library resources, services, and programming that support academic success. (ECU Strategic Direction One)
2. Provide the University community with library resources, services, and programming that facilitate leadership, continuing professional development and life-long learning. (ECU Strategic Direction One)
3. Partner with faculty to prepare students with the information literacy and critical thinking skills needed to succeed in a multicultural and global society. (ECU Strategic Direction Two)
4. Enhance physical and virtual library spaces that facilitate the discovery and production of knowledge. (ECU Strategic Directions One, Two, Three, Four )
5. Communicate and increase support for the creation, discovery, sharing, and preservation of the University's research, engaged scholarship, and creative activity. (ECU Strategic Direction Four)
6. Responsibly develop, manage, and preserve digital and physical collections that support University curricular and research priorities and that document the heritage and history of the university and region. (ECU Strategic Direction One, Two, Three, Four, Five, Six, Seven)

7. Provide the University community and residents of eastern North Carolina and beyond with diverse cultural experiences that improve quality of life. (ECU Strategic Direction Six)
8. Cultivate an inclusive environment through cooperation, collegiality, and diversity. (ECU Strategic Direction Seven)
9. Continue and expand collaborations with Laupus Library to maximize efficiencies while maintaining the quality of core services. (ECU Strategic Direction Seven and Fiscal Sustainability Report)
10. Demonstrate good stewardship of the resources entrusted to Academic Library Services. (ECU Strategic Direction Seven)

6. Issues: Summarize key issues still to be addressed in the unit in order of importance (i.e., resource needs, space, pending challenges). Provide bulleted listings and brief descriptions of issues.
- Reductions in state support for higher education which have resulted in six years of cuts to the Library's budget and a projected 3% cut in FY2015, which may result in the loss of several vacant positions and cuts to the acquisitions, Virtual Library, and operating budgets.
  - Restrictions on hiring and salary increases, which affect the Library's ability to hire and retain faculty and staff, develop leaders, and reward excellence.
  - As noted in the Multi-Year Trends section, continued growth of all collections coupled with student demand for more seating necessitates the need for a comprehensive storage solution. In the upcoming year, ALS will need to work with ECU Facilities Services and Materials Management to identify a space that can be repurposed for high density storage or a location where one can be built. Funding and a timetable for the project must be determined.
  - ALS is in the process of revising its *Code of Operations* to reflect the "new faculty model" whereby all new faculty hires will be fixed term faculty. The operational changes required by the "new faculty model" will be far-reaching and may have implications for the unit's organizational structure. As part of the *Code* revision, ALS will propose changes to the ECU *Faculty Manual* that are needed to make the new model work effectively for the unit and the university.
  - The Music Library needs additional space for student study, group listening/viewing, library instruction, and collection growth. A plan for renovation and expansion of the Music Library is nearly complete. Once finalized, fundraising will need to begin, followed by construction tentatively scheduled for the summer of 2016.
  - University Archives and Records Management is now collecting and preserving electronic records, but is not providing public access to the records online (the records are available by request, meeting public record requirements). An immediate issue is to determine how and where these records will be made available while complying with public records and privacy laws.
  - Implementation of UStore for online payment of Circulation fines and fees, purchase of maps and prints, and online membership/renewal for the Friends of the Library.

**Part Two: Provide verification that faculty who offer courses using online instruction have completed annual training in compliance with the ECU Policy on Distance Education.**

Not applicable to Academic Library Services.

ALS 2013-2014 Goals and Objectives

1. Partner in the educational mission of the University to develop and inspire students to discover, access, and use information effectively for academic success, intellectual growth, and lifelong learning.				
Department	Objective	Measure	Timeline	Outcomes/Results
Exhibit Committee	Coordinate Undergraduate Exhibition with the School of Art and Design in conjunction with the opening of the Janice Faulkner Gallery.	Meet the needs of both Joyner Library for the dedication of the Gallery and the School of Art and Design for their reaccreditation process.	February 20, 2014 – April 30, 2014	Due to a schedule change for the reaccreditation process with the School of Art and Design, a different exhibit was on display in coordination with the opening of the Janice Faulkner Gallery. The display, entitled "Eastern North Carolina: Past and Present" incorporated both Joyner Library's digital collection and art by 7 students and faculty from the School of Art and Design. Two receptions were held, one for the gallery donors on March 11, 2014 and one for the general public on March 20, 2013.
Exhibit Committee	Coordinate the School of Art and Design Graduate Student Juried Art Exhibition.	Awards given and Plus/Delta following reception.	October 1, 2013-December 6, 2013	The 7th Annual Joyner Library Graduate Student Art and Design Exhibition was on display from October 1, 2013-December 1, 2013. It ended 5 days early to accommodate for the start of construction on the Janice Faulkner Gallery. A well attended reception and award ceremony was held on October 3, 2013.
Manuscripts and Rare Books	Work with the North Carolina Collection and University Archives to develop a system of review for bibliographic instruction provided in the Special Collections Division.	Investigate possible review methods, including those employed by Research and Instructional Services. Select and implement review method.	Spring 2014	The division discussed improving bibliographic instruction at our 4th Wednesday divisional meetings. We also worked to provide training for instruction sessions covering MRB, UA and NCC materials.
Music Library	Carry out and assess the personal music librarian program developed in 2012-2013.	Plan carried out and assessed.	Begin program by July; carried out by Dec. 31; assessed by June 30.	Completed. New plan being finalized now for implementation in the coming year.
North Carolina Collection	Partner with others in Special Collections Division to design assessment program for bibliographic instruction within the division.	Assessment tools are designed and tested by end of review period.	June 30, 2014	This goal is ongoing. Different approaches may be expected with the appointment of a bibliographic coordinator for the entire Special Collections Division.
North Carolina Collection	With others in Special Collections Division, review and revise shared lesson plans for freshman writing courses in anticipation of changes for the QEP curriculum plan.	Planned changes are implemented before beginning of the spring 2015 semester.	December 1, 2013	Work on this goal is ongoing. Training on the shared lesson plans was provided and an online tutorial was developed.

ALS 2013-2014 Goals and Objectives

Department	Objective	Measure	Timeline	Outcomes/Results
Research and Instructional Services	Collaborate with the Directors of the Quality Enhancement Plan, Writing Center, First-Year Writing Program and other faculty as needed to plan and begin implementation of new library instruction curriculum for ENGL 1100 and ENGL	Completed plan based on student learning outcomes of QEP.	May 1, 2014	Planning by QEP team itself was not completed, but Instructional Coordinator is closely following QEP. We have taught to at least one potential ENGL 2201 assignment at this point (Dr. Margaret Bauer's Lowry Gang project.)
Research and Instructional Services	Explore and devise a list of best practices and active learning exercises for tablet –based library instruction and conduct a pilot study with COAD 1000 classes using best practices and assess tablet-based instruction.	Complete list of best practices and exercises; results of pilot study.	List complete by September 2013; pilot conducted by December 2013; revisions implemented by May 2014.	Delay in completion of 1418 affected pilot study, but RIS goals for 2014-15 include fully implementing tablet-based instruction in room 1418. Instructional Coordinator investigated best practices document for the iPads during Summer 2013.
Research and Instructional Services	Revise all LibGuides to include student learning outcomes	Revisions made to 100% of LibGuides.	Complete by August 15, 2013	Completed Spetmeber 2013. New plan being finalized now for implementation in the coming year.
Teaching Resources Center	Provide instructional sessions on standard operations of the SmartBoard as well as the integration of SmartBoard practices in the development of classroom activities/lesson plans for ECU College of Education pre-service teachers and faculty.	Develop instructional plans for sessions including best practices and for the use of SmartBoards in the K-12 classroom and develop an assessment tool for evaluation of the sessions. Using information gathered from the assessment tools completed during the fall sessions, determine improvements needed and number of sessions to offer in spring 2014, as well as the need for an advanced SmartBoard session.	Instructional plans and assessment tool developed by end of September 2013. At least two sessions conducted by November 2013. Using assessment data, make needed improvements to instructional plans and number of scheduled sessions by January 2014.	The TRC Technology Team established technology needs, discussed technology trends, considered obstacles that may prevent the team from meeting those needs, and began writing a general technology training plan for the department; the technology team received an individualized SMART Board training session from Sharon O'Neill, a Pitt County educator proficient in SMART Technology; the technology team began developing a training session for an Art Education class; six small group training sessions were provided to undergraduate students.
Teaching Resources Center	Actively promote TRC resources and services in correlation and alignment with the Common Core Standards and the NC Essential Standards to the faculty and students of the College of Education in the instruction and curriculum areas of middle and secondary grades. This is a long-range goal begun in 2011-2012.	The TRC will review the subject area of Mathematics for 2013-14 noting strengths and weaknesses of middle/secondary materials with special emphasis on purchasing recommended titles that align and correlate to the Common Core Standards and NC Essential Standard. Based upon review and use of selection tools, a projected list of middle school/secondary materials for purchase consideration will be compiled. Materials will be purchased and collections promoted.	Review subject area of mathematics compiling a list of titles and resources aligned to national and state standards by December 2013. Purchase titles and resources from mathematics list by February 2014. Promote collections throughout the year.	The department continued purchasing language arts materials and began purchasing mathematics materials as well; a recommended purchase list of Common Core materials was created and 779 titles directly related to these standards were purchased – 406 of these materials are appropriated for middle and secondary grades; the department has requested additional funding to purchase the remaining titles on the middle/secondary grades list and anticipates purchasing the remaining titles in 2014/2015.

ALS 2013-2014 Goals and Objectives

Department	Objective	Measure	Timeline	Outcomes/Results
Teaching Resources Center	Professionally develop an understanding and greater knowledge of Common Core Standard among the members of the TRC.	Members of the TRC will attend at least one webinar, conference session and/or workshop related to Common Core Standards. Members of the TRC will seek, find and read research literature/articles related to the Common Core Standards throughout the 2013- 2014 year sharing information at core meetings. TRC faculty members will stay abreast of national and local developments advising other TRC members of information via emails and core meetings. TRC faculty members will contribute to state common core development via attending state meetings and serving on appointed committees.	Members of TRC will attend at least one session related to Common Core Standards by January 2014. Members of TRC will read and update knowledge of Common Core Standards throughout the 2013-2014 year as an ongoing objective. TRC faculty member will submit an application to participate in the Smarter Balanced Digital Library to develop and review materials for the SBAC Digital Library.	All TRC employees attended the “Back to School with Common Core” webinar; a faculty member attended the Common Core Summer Institute sponsored by the North Carolina Department of Public Instruction; faculty members attended more than six Common Core webinars/workshops; Common Core lists of recommended titles were reviewed, and titles not owned by the TRC were added to the recommended purchase list; Common Core Standards were discussed in more than 80 library instruction classes.
University Archives and Records Management	Work with the North Carolina Collection and Rare Books and Manuscripts to develop a system of review for bibliographic instruction provided in the Special Collections Division.	Investigate possible review methods, including those employed by Research and Instructional Services, in Fall 2013. Implement selected method in Spring 2014.	Spring 2014	Created an online tutorial for Special Collections Division materials. Training and promotion of common divisional lesson plan continues. Tutorial is in final usability testing and will be live before end of Spring 2014.

**2. Assess physical and virtual library spaces and make short-term improvements as well as long-term plans that will support the research and learning needs of all user groups, promote the discovery and production of knowledge, and make efficient use of resources**

Department	Objective	Measure	Timeline	Outcomes/Results
Access Services	Complete the remodel of the Circulation, Interlibrary Loan, and Security work areas when construction ends in August 2013.	All staff will move into remodeled office space for Circulation and Interlibrary Loan departments. Workflow is established for new office arrangement while combining work and staff office space within Interlibrary Loan.	August 2013: ALI staff will move into new office space. December 2013: Workflow will be established.	Circulation moved in August. ILL moved in October. Most adjustments to the furniture layout and workflow were made by December.
Access Services	Maintain accurate record of faculty and graduate carrels and improve system for maintaining and issuing keys to faculty and graduate carrels.	Faculty and graduate carrel numbers for carrels on the third floor are corrected, keys are moved from the Security Office to the secure key box in Circulation and keys are issued by Circulation staff.	December 1, 2013.	Postponed due to staff vacancies and the significant changes to billing and debt collection processes. The carrel list is currently being updated in June, 2014, with an anticipated completion in July, 2014.
Access Services	Revise ILLiad interface and update instruction webpages and tutorials	1) Investigate possible revisions, discuss with stakeholders, and implement desired changes; 2) complete transition of webpage FAQ into LibAnswers; 3) update tutorial videos.	1) Ongoing; 2) September 30, 2013; 3) FAQ transition completed by Sept. 30, video updates are ongoing.	1) Significant changes to the ILLiad interface were postponed pending availability of assistance from ADS. 2) Help materials were transferred into LibAnswers entries in August; the 43 entries were reviewed and updated to include Laupus information in February. 3) Outdated ILL tutorial videos were removed in February. In collaboration with RIS, a Guide on the Side for ILLiad was finished in March.
Application & Discovery Services	Consolidate and streamline collection of Google Analytics. Produce a document that outlines a consistent Google Analytics events framework that will be used across the Joyner and Laupus websites.	Measure: Framework is developed. Documentation of framework is shared with the libraries. Framework is implemented across the new Joyner and Laupus templates.	Google Analytics framework document will be completed by February 2014. The analytics framework will be applied to the new Joyner and Laupus templates which will be completed by end of FY2013/14 and in place August of 2014.	In tandem with the website template redesign, a Google Analytics framework was established to align event tracking across the two websites such that comparable statistics are being collected for each site. Events were divided into five categories, including homepage clicks which track specific elements on the page, footer clicks which track the different elements contained within the footer, downloads of linked documents, clicks to external links and where they are clicked from, and homepage searches including the number and terms searched. These analytics are being deployed with the new templates in August 2014. A document has not been shared with the Libraries regarding this event tracking, but ADS anticipates doing so once the templates have been deployed.
Application & Discovery Services	Refresh the libraries websites to bring consistency and quality to the design.	Template is developed. A summary of the results of the usability study and documentation of changes is shared with the libraries. New template is deployed on the libraries websites prior to the start of Fall semester 2014.	Provide a first draft of the new template on the Joyner and Laupus homepages by January 2014.	A first draft of the new website templates was previewed to the Libraries' executive councils on March 11, 2013. Subsequent presentations were given to both libraries to inform on the template's information architecture, design, and timeline for implementation. Feedback was gathered from internal constituents during the months of April and May in preparation for a roll-out in beta on July 1, 2014. As of July 1, links will be provided on the libraries' homepages pointing to the beta site. Feedback will be gathered from external constituents in the month of July in preparation for full rollout in August for the Fall 2014 semester.
Application & Discovery Services	Conduct usability studies to evaluate effectiveness of the library websites in meeting users' needs.	Conduct a usability study of the new template design with internal and external constituents to evaluate its effectiveness in meeting users' needs and to gather data to inform on the design and navigational elements by April 2014.	Use data to finalize the design by May 2014. Deploy new design by August 2014.	A usability study was not conducted on the new template design during FY2013/14 primarily due to time and staffing constraints. The template was released for internal feedback during the months of March-May 2014 and feedback was incorporated into the design. The template is slated for release in beta to the larger public as of July 1, 2014. During the month of July, ADS will gather user feedback to inform on changes to the template in preparation for full deployment in August 2014. ADS anticipates conducting a formal analysis of the new design's effectiveness during Fall semester 2014 after the template has been deployed. A summary of results and feedback gathered will be distributed to the Libraries.

Application & Discovery Services	Implement VueFind in order to consolidate fragmented search interfaces and improve the search experience.	Use analysis is completed. e-Library is replaced by VuFind as the library catalog.	Identify permanent server to house VuFind application by July 2013. Conduct a use analysis with internal and external constituents to gather data on desired functionalities, facets, and search performance by December 2013. Use collected data to configure VuFind and pursue theming to align with the ECU Libraries brand by May 2014. Projected rollout to internal constituents for use and feedback is Summer 2014.	A permanent server was identified for VuFind, the software was installed and the ECU Libraries style was applied. A VuFind development working group was organized by consulting with the Libraries' ADs on appropriate departmental representatives. During the months of October thru January the working group, led by G. Boyer, worked through the tool and existing functionality in the e-Library catalog to assess basic needs in functionality and an overall concept of design for the UI. A sub-group of catalogers was formed to tackle indexing decisions for Solr search and facets. During this time the index was loaded with the Libraries' 2.5 million records and what resulted was poor search performance (speed). In January 2014 ADS evaluated Blacklight as another open source catalog replacement option and after consultation with development partners, decided to pursue Blacklight over VuFind to complement our Symphony ILS. The server's operating system was changed to Linux and active development commenced based on the decisions made by the working group. The new Blacklight implementation is slated for availability in beta in August 2014. During the fall semester ADS will gather feedback from external constituents to drive changes in preparation for a Spring e-Library catalog replacement.
Building Operations	Work with ECU Facilities, private contractors, internal ALS departments, and other stakeholders to renovate the Access Services area, move the departments back in, assess initial configuration and adjust as necessary for workflows.	Departments are moved back in with the initial configuration. Assessment and needed adjustments are undertaken and completed.	Initial move by August 30, 2013. Assessment and needed adjustments by October 31, 2013.	The initial move into the renovated area was completed by mid-September. Adjustments were made to work spaces, doors, and seating over the following nine months.
Building Operations	Work with ADS to make all study rooms - small and group - reservable for the fall semester as a pilot.	Feedback is solicited from students on preferred reservation interface. New reservation interface is designed and implemented. Service is promoted at the start of the fall semester. Service assessed and modified as necessary	Feedback, design, implementation and publicity by September 1, 2013. Assessment and modification by January 15, 2014.	Seven students were surveyed on interface preferences. The one preferred by most was implemented and tweaked by the start of fall classes. Subsequent assessment and feedback from users resulted in changing single study rooms to offer up to two reservations (for up to three hours each) in a single day and eliminating the 15 minute forfeiture rule for all rooms.
Building Operations	Meet with Housekeeping representatives to delineate tasks among the housekeeping shifts and between Housekeeping and Building Operations, improve area assignments, and discuss needed training.	Meetings are conducted with stakeholders. Recommendations are developed and implemented.	Meet with interim head of Housekeeping by August 30, 2013. Develop list of recommended changes by August 30, 2013. Implement needed adjustments by October 31, 2013.	Meeting was held with interim head of Housekeeping in June and with the supervisor for Joyner in September. A list of recommended changes was conveyed and subsequently resulted in changes to assignments and procedures. The day supervisor was provided a building master to facilitate access. A weekend shift was added, in addition to the day shift and night shift.
Collection Development	Incorporate scholarly communications activities within Collection Development Librarians' primary duties.	1) All collection development librarians prepare a statement to add to their job descriptions describing reasonable and relevant scholarly communication tasks; 2) all collection development librarians have at least one annual goal related to scholarly communications activities for the 2014 calendar year.	1) August 30, 2013; 2) January	Partially met. Due to the creation of a Research & Scholarly Communications division, efforts to meet measure one were discontinued. However, measure two was retained and all but one collection development librarian listed a 2014 annual goal related to scholarly communications.
Electronic & Continuing Resources Acquisitions	Enhance the Joyner Current Periodicals (JCP) shelving area to make more efficient use of space and facilitate patron browsing by shifting titles shelved in JCP at least once annually.	Titles shelved in JCP are successfully shifted	Ongoing, as there are changes in the titles and issues shelved in JCP.	A clean-up and shift of titles shelved in JCP was completed in May 2014.

Green Committee	Explore possible options for creating a more sustainable environment within the Library.	Complete Green Wall proposal; Explore ways to have sustainable elections during Library Assembly.	February 1, 2014	The creation of a Green Wall proposal was tabled due to concerns that the routine maintenance required by committee members would place an undue burden on membership that could lead to the wall not being properly maintained. However, another project was undertaken to create a reading collection of popular magazines donated by library employees. This project has successfully created a new service for library users by reusing donated materials at no cost to the library. Green Committee proposed at the December 2013 meeting of Library Assembly that elections could be made more environmentally-friendly by reducing the number of paper ballots used, possibly by transitioning to electronic voting. Because the Library Code requires that the Assembly follow Robert's Rules, which do not address electronic voting outside of voting machines, the matter did not reach a definite conclusion. The preference of Assembly members seems to be towards electronic voting, so Library Assembly will take up this issue in the future. It is possible that electronic voting can be incorporated into the revised library code being worked on during the summer of 2014.
ILS Services (also supports Goal 5)	Continue to research and investigate new and current products in the library system and discovery tool markets and compare longer-term viability	1) Create a report concerning the state of Symphony and next steps to be taken; 2) establish a timeline for the process of investigating a new library management system; 3) participate actively in the process of investigating a new library management system; 4) enroll in SirsiDynix' Strategic Partner Program for BLUECloud initiatives and participate in the program to provide input regarding future development of their applications; 5) attend and/or promote opportunities such as webinars, articles, or meetings to library faculty and staff to learn about new features and systems available in the library system and discovery tool marketplace; 6) support the activities of the Discovery Committee	1) September 15, 2013; 2) December 30, 2013; 3) June 30, 2014; 4) June 30, 2013; 5) Ongoing; 6) Ongoing	1) Report compiled and submitted to the Interim Dean 9/30/2014; results basically indicated that things were operational, even with workarounds in place; main point of contention was the public catalog; 2) Timeline was not established per results of the report; 3) Not applicable per results of the report; 4) Ann Carol enrolled in both the BLUEcloud Cataloging and PAC SPP in April 2013 and attends the biweekly webinars when possible and the SPPs are active. In August, 2013, PAC SPP was combined with the Bookmyne SPP to form the Patron Products SPP to streamline meetings for the folks involved in both and to coordinate development because of overlaps. 5) Webinars and meetings included: a) Moving Up to the Cloud : A Panel Discussion Exploring the Impact of Emerging Cloud Technologies on Libraries, Conducted on the Occasion of VCU Libraries' Launch of Alma. b) From Scratch : Designing Serials and E-resources Tool for Quali OLE (NASIG Continuing Education Webinar) c) NISO Webinar: Taking Full Advantage: Discovery of Open Access Content. d) Putting the Pieces Together with WorldShare Management Services (OCLC). e) Alma Unified Resource Management : An Overview and Demonstration. f) Discovery Services : The Future of Library Systems (American Libraries Live Series). g) ALCTS Webinar: Using Open Refine to Update, Clean Up, and Link Your Metadata. h) SirsiDynix Southeastern Regional Users Group Conference. 6) Compiled and provided documentation regarding indexing, search limits, displays, and patron functionality currently available in the Classic Catalog for VuFind/Blacklight development to provide a baseline; provided sample files and full loads of bibliographic records for testing during the development
ILS Services (also supports Goal 5)	Continue to improve the functionality and usability of the Symphony OPAC interface.	Identify 5 features and implement the ones that mesh into the overall vision and plan for the OPAC interface; document the efforts as they occur.	Ongoing	8/2013 - modified indexes to include/exclude relationship designators when appropriate; 9/2013 - added edition and publication date information to hit list display; 3/2014 - created initial configuration in test database for campus delivery service



IT Operations	Evaluate, enhance, and improve instruction spaces within the library	1) Convert and improve room 1415 for use as a library instruction classroom; 2) improve wiring, power, and projection equipment in 1020; 3) work with public services to modify and enhance room 1019 for use as a student viewing and presentation space; 4) post-construction, work with RIS to evaluate and make improvements to room 1418	1) Spring 2014; 2) Spring 2014; 3) Spring 2014; 4) May 2014	1) Room 1415 was successfully converted into an RIS classroom. It also is opened up to students during exams. 2)Improvements to 1020 have been delayed until 14/15. 3) Room 1019 has undergone several use changes. The latest change will involve becoming an absolute quiet study room. 4)Room 1418 was completed, and is being used as a classroom. Further evaluations will continue into the coming fiscal year.
Music Library	Continue work with architect to finalize a renovation plan approved by Joyner Administration, ECU facilities, and the School of Music.	Plan finalized and approved by all involved parties.	Request/encourage second revision be presented by architect by October 31, 2013; request/encourage final plan approval by June 30.	Completed, but plan provided by architect not feasible. Second consultation with the architect is underway.
Research and Instructional Services	Repurpose Instruction Spaces (rooms 1415, 1418, 1019, and 1020) to better accommodate instruction needs.	Renovation of rooms 1415 and 1418 completed. Presentation practice room moved to room 1019 and instructor's station replaced in 1020.	Rooms 1415,1418, and 1019- 8/15/2013; room 1020- December 2013	Completed.
Research and Instructional Services	Investigate the possibility of redesigning the graduate study lounge or creating a graduate student commons to enhance student experience.	Conduct a literature review, tour graduate commons at NCSU Libraries, and conduct a survey of student needs. If feasible, devise a plan for repurposing space(s).	Literature review, tours, and survey to be completed by December 2013. Repurposing plan to be completed by June 2014.	These were completed. Visit to NCSU conducted. Feedback solicited from users with an online suggestion box and at speaking opportunities with the graduate students; coordinated with a group of graduate business students and Joyner's IT department after the temporary closing of the Bates business computer lab to improve the equipment in the graduate lounge (large-screen monitors, additional computers, a wireless router.)
Research and Instructional Services	Identify, deselect, transfer or make format changes of reference resources to be deselected from collection, moved to the circulating stacks or change format to electronic materials.	List of new editions and electronic formats to be completed by temporary instructor. Analysis of list completed and decisions made about format changes. Materials deselected, moved, or formats changed over the next two years.	List of new editions completed by October 13, 2013. Decisions made about format changes by March 15, 2014. Changes implemented during 2013-2014.	Temporary instructor completed list of new additions. Reference collection manager implementing changes as budget permits.
Scholarly Communication	Plan and promote at least 2 activities on various scholarly communication topics, including for instance, alternative metrics Open Access developments arising from the OSTI memorandum, and /or Researcher's IDs.	Descriptions of activities and total numbers of attendees (if in-person) or online measures (site visits, comments, etc., if online).	June 30, 2014	Institutional Repository workshop for OFE, September, 8 people; Author identifiers library workshop, estimate 10 people; Measuring Impact two workshops, total 26 people attended; 188 views of these slides on Slideshare.
Security	Complete building key inventory and coordinate key inventory, maintenance and issuance procedures with Building Operations and ECU Lock Shop.	Inventory is completed and Security works with Building Operations to foster a shared and continued effort to update/upgrade and maintain the three functions mentioned in objective. Building Operations and Security work together to bring the key procedures for the building into compliance with ECU Lock Shop Audit Protocol.	December 2013.	Key inventory was completed. A plan for rekeying the building was created. Due to the rekeying of the building, key issuance and inventory will be turned over the the ECU Lock Shop.
Security	Work with ECU Facilities, private contractors, internal ALS departments, and other stakeholders to move the department to its new service desk and office space, assess initial configuration and adjust as necessary for workflows.	Security is moved back in with the initial configuration. Assessment and needed adjustments are undertaken and completed.	Initial move by August 30, 2013. Needed adjustments by October 31, 2013.	Move completed. Some workflows were adjusted and finalized to fit into the new space, for example, the Greek Study log book.

Teaching Resources Center	Review space and climate of "L" section within the Teaching Resources Center to assess need to expand additional individual/group study areas of the current TRC study area making recommendations for improvements or additional seating in this area.	Determine availability of space at end of "L" section of TRC after the shifting project and removal of extra shelving is completed. Analyze space available to determine additional seating capacity and additional electrical outlets.	Space availability determined and space analysis completed by October 2013. Submit recommendations for improvements to AD for Public Services by November 30, 2013.	The shifting project was completed and the shelves were removed; additional electrical outlets were installed on two columns within the designated area; comfortable seating and bistro tables from other areas within the library were moved to the new space; the "stacks study area" provides additional seating for 13 library users; the newly created area was added to the department's space mapping project, and usage statistics are being gathered; these statistics monitor the long-term use of the area; continuous analysis of these statistics will be used identify how often the space is utilized by students.
University Archives and Records Management	Transfer university records stored off-site to new record facility.	Create records for materials stored at ABC Moving and Storage in new records management database and re-label all boxes.	June, 2014	Transfer of off-site vendor to CRMI from ABC Moving and Storage is complete. Account at ABC is closed and inactive. Vetting of backlogged of material eligible for destruction has been completed.

**3. Define and communicate the ECU Libraries' role in supporting the creation, discovery, sharing and preservation of the University's scholarship, history and academic accomplishments.**

Department	Objective	Measure	Timeline	Outcomes/Results
Exhibit Committee	Plan and implement a Summer Solo Faculty Exhibition.	Artist from the School of Art and Design is selected and exhibition is installed.	Art installed by May 15, 2014.	A reception was held for the 2013 Summer Exhibit, entitled "The Return: Photos by Linda Fox" on September 11, 2013, during which the artist gave a presentation about the work and remarks were made on behalf of the library and exhibit committee. A prospectus was sent to the faculty of the School of Art and Design for the 2014 Summer exhibition on March 21 with a submission deadline in May.
Manuscripts and Rare Books	Work with University Archives to improve student and faculty perception of services provided on the 4th floor; promote knowledge and use of holdings to public and all ECU affiliates. Investigate and implement ways to make the 4th floor more welcoming to students and other researchers.	Registration procedures for first time users is streamlined; a method for users to provide feedback is available.	June 1, 2014	We discussed this topic at our divisional and core meetings which allowed for more ideas for the improvement of the 4th floor. One thing that truly helped was to make sure that a student was at the front lobby desk whenever possible. This greatly improved our initial communication with visitors to find out what they needed in order to guide them to the proper area.
Music Library	Develop a plan for distributing the various portions of the Long Leaf and Arundel Opera collections; develop a plan for processing, cataloging, and promoting the portions retained by the music library; and process, catalog, and promote them.	Distribution plan developed; processing, cataloging, and promoting plan for music library portions developed; processing, cataloging, and promoting of music library portions completed.	Distribution plan developed and carried out by Dec. 31; processing, cataloging, and promoting plan for music library portions developed and begun by March 31; processing, cataloging, and promoting of the music library portions completed as part of fiscal year 2014-15 annual goals.	Completed. Since only the Arundel portion will be retained by the music library and it is very small, the processing and cataloging will become one of the Assistant Music Librarian's personal annual goals for the coming year, and promoting will become a personal annual goal for the Head Music Librarian.
Music Library	Investigate the feasibility of music library awards for most outstanding student thesis, paper, score, or other creative project.	All options investigated, and if any are determined to be feasible, one chosen for implementation in fiscal year 2014-15.	Investigation completed by Mar. 31; one chosen by June 30.	Completed. For the inaugural year, undergraduate papers will be the focus of the award which will be funded from the Conrad Sharpe endowment.
NC Collection	With Digital Collections, University Archives, and others, expand online access to East Carolina University publications.	1) Agreement is reached on appropriate interfaces; 2) priorities identified; 3) test groups of ECU publications mounted.	Investigation completed by December 31; priorities identified by March 31; selected materials available by June 30.	Priorities have been identified and discussion continues on how to make materials accessible to the public.
NC Collection	With Digital Collections, University Archives, and the Director for Project Development, design plan for the digitization of microfilm of ECU student newspapers.	Estimates of costs, including outsourcing through Lyrasis, are completed; potential funding sources are identified.	June 30, 2014	Cost estimates are complete. A report will be forwarded to Library Development for use in potential fundraising.

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Scholarly Communication	Generate and use promotional materials related to scholarly communication endeavors, especially the institutional repository and services related to author rights and data management.	Promotional materials generated and in use	Initial websites made public by September 30; promotional articles written on a periodic basis before June 30, 2014	Website available, with LibGuides up and getting used: 2,179 views for Copyright in the last year, 844 for Citation Management, 356 for Data Management, 142 for Measuring Impact, and 105 for Public Access Policy Compliance.
Scholarly Communication	Evaluate data repository options; recommend services and support the ECU Libraries should offer.	Recommendation to library administration.	December 30, 2013	DMPTool has been customized for ECU; ECU's DataVerse is available to researchers; ITCS continues to work on Project REDCap; the LibGuide recommends some repositories and we offer on that guide to help with Data Management Plans and selecting a repository. We have not yet evaluated any other options for data repositories and have not written a report for library administration.
Special Collections Cataloging	Catalog each semester's batch of ETDs in The ScholarShip.	100% of annual receipts (up to 300) ETDs cataloged.	Before the next batch is delivered. (Batches delivered in August, January, and May.)	Complete. We have completed 100% of 2013 theses, batches from May, August, and December graduations, which came to a total of 215 theses.
Special Collections Cataloging	Clean up duplication and errors in browse lists in The ScholarShip.	No duplicates or errors in lists.	Annually, by June 30, 2014.	Complete. After the initial clean up in FY 2013, this task has not merited specific mention in the departmental objectives. The list is kept free of duplication and errors on the fly as needed.
University Archives and Records Management	Work with Rare Books and Manuscripts to improve student and faculty perception of services provided on the 4th floor.	Investigate and implement ways to make the 4th floor more welcoming to students and other researchers such as having someone in front room to welcome users and streamlining registration procedures for first time users. Develop a method for users to provide feedback.	June 1, 2014	Restrictions on user types allowed in the Reading Room to accommodate students have been implemented. Registration process has been standardized to ensure smoother registration of students using the PirateID/Passphrase network upon completion of Bibliographic Instruction sessions..

**4. Responsibly manage, develop and preserve physical and digital collections that support the evolving curricular and research needs of the University.**

Department	Objective	Measure	Timeline	Outcomes/Results
Application & Discovery Services	Enhance the Digital Collections and Institutional Repository.	Solr is implemented & redesign of Digital Collections complete. Complementary applications including My Folder feature for Digital Collections & the CRIS add on for DSpace are complete. OAI sets are built and harvested by DPLA.	Complete implementation of Solr and redesign of Digital Collections by end of June 2014. Complete complementary applications such as the 'My Folder' feature and DSpace CRIS add-on by end of June 2014. If necessary for ingest into DPLA, complete OAI content sets for Digital Collections material for ingest into DPLA (Digital Public Library of America) by June 30 End of fiscal 2013-2014	The Solr implementation and redesign of the Digital Collections repository was completed and rolled out in February 2014. Additional enhancements include mobile accessibility, an improved JPG2000 viewer (OpenSeadragon), and a 'My Collections' feature that allows ECU affiliated users to create their own custom collections. The Institutional Repository (DSpace) is undergoing an upgrade during the Summer of 2014 and the compatibility of the CRIS add-on is being evaluated as an enhancement for this upgrade and will be accommodated if possible. ADS is awaiting direction from Digital Collections to take action on the creation of additional OAI sets
Application & Discovery Services (also supports Goal 9)	Accommodate development needs of the library by working with departments to implement effective tools to improve discovery of resources and library services. Finalize work on the following applications to support this goal: Buildings of the Past, Room Reservation System, Special Collections Primary Source Tutorial, VuFind catalog, Bento search results, Database List, check-in application for the TRC ETC room, ECU Libraries theming of all Serials Solutions generated pages, LibAnswers, LibGuides, and Interlibrary Loan.	Documentation of completion of projects by end of FY13/14.		During FY13/14 ADS worked with nearly all departments in Joyner and Laupus Libraries to complete custom development projects and to support existing tools and systems. This includes: development of the Buildings Upon the Past website; software updates for generating University Archives EAD Collection Guides and Manuscript Collections acquisition worksheets; upgrade and support of the Scholarship repository; implementation of Vireo ETD management for the Graduate School; implementation of VIVO for research profiles and facility management; a newly redesigned and built ECU Libraries Database List; multiple projects under ECU Libraries including: styling of all SpringShare products, Serials Solutions products and ILLiad, ECU Libs Equipment and Liability, Events forms, floor maps for Laupus and Music libraries, Room Reservation Systems for Joyner and Laupus Libraries, Scholarly Communications and Copyright websites; Paraprofessional Conference Website; NC Serials Conference Website; TRC Die-Cut Search; Blacklight catalog replacement; e-Records ingest; Special Collections Primary Resource Tutorial; Portfolio Submission System for School of Art and Design; and other support activities.
Collection Development	Scale up the print DDA profile to increase the total number of books offered on this plan.	Profile expanded to include new subject areas, parameters, and/or publishers.	December 30, 2013	The profile was scaled up to include materials within the PR and PS call number ranges.
Collection Development	Conduct assessment of print DDA plan.	Written report documenting such factors as number of purchased items and their circulation, description of requestors, purchased titles by subject area, and suggestions to increase/decrease available titles by subject area.	May 30, 2014	Not met. Due to the need to address other priorities in the department, this objective was neglected. However, the department is working to draft a report before the end of the summer.

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Collection Development	Partner with other units to implement an e-preferred approval plan	EBooks and print books purchased on this plan are available to patrons.	December 30, 2013	Not met. Due to the need to meet other priorities and due to scarcities in funding to support the implementation of an e-preferred approval plan, this objective was neglected.
Collection Development	Evaluate, prioritize, and select print and electronic materials in support of the university's research and curricular needs.	firm orders expended in a timely fashion	ongoing, within target dates for firm order expenditures	Partially met. Although most firm order funds were expended in a timely fashion, a deadline for expenditure of firm order funds was not strictly enforced by the department. As a result, a number of firm order funds still had balances during the last quarter of the fiscal cycle, a factor that contributed to the near-overexpenditure of materials funds.
Digital Collections	Investigate and evaluate possible replacements for the current digital repository viewer and implement the one that is most aligned with patron needs and expectations.	1) Evaluation and user testing are completed; 2) viewer is fully implemented.	1) October 2013 2) January 2014.	A new viewer was identified and integrated into the Digital Collections site as part of their overarching re-working of the site. A new viewer (with even more features) has been identified (SandDragon) and is currently being evaluated for possible use.
Digital Collections	Continue solicitation and ranking of project proposals to the Digital Collections Advisory Board. Complete work on at least one of the high ranked projects evaluated in the Spring 2013 cycle.	1) Number of proposals solicited and evaluated for the fall, 2013 cycle; 2) documentation of completion of work on at least one proposal.	Solicitation for Proposal: Sept. 2013; new round of proposals evaluated: Nov. 2013; Work completed on at least one high ranked project by April 2014.	Due to the scope of the existing requests from the previous reporting cycle, there were no new requests solicited. However, two projects were completed for Laupus Special Collections (including medical catalogs (approx. 6300 pages total) and Stereoscopic Studies of Anatomy (589 cards). In addition, significant work was completed on the Milton Fields Papers (Manuscript Collection #754) and the scanning of the entire run of North Carolina Libraries for inclusion in the ScholarShip. The latter project has seen the completion of scanning and is currently in the review stage before being sent to J. Thomas for integration into the ScholarShip.
Digital Collections	Integrate the <i>Buildings Upon the Past</i> project into the Digital Collections repository.	Documentation of integration.	Project is fully integrated and functional by Feb. 2014.	The project has been fully integrated into the Digital Repository and discussions have begun on plans to expand scope and content.
Digital Collections	Continue to work on audio digitization projects	Work with Manuscripts and Rare Books to develop a prioritized list of holdings to be digitized; complete at least one project and add it to the repository.	Prioritized list created: Dec. 2013 At least one project completed: May 2014.	A preliminary list of projects was developed, though a project was not completed due to equipment failure (in this case the reel-to-reel player). A new player was secured in the spring after extensive consultation with a representative from the Berea College Sound Archive, who provided guidance in the selection of replacement equipment. The replacement deck is currently being integrated into departmental workflows.

ALS 2013-2014 Goals and Objectives

Digital Collections	Integrate new Zeutschel scanner into departmental workflows and ensure staff are properly trained for both production and troubleshooting.	Number of staff that are fully trained and able to teach student workers in its use; documentation of any changes to departmental workflows needed to ensure full utilization of the scanner.	Staff fully trained and workflows modified by Sept. 2013.	The Zeutschel scanner has been fully integrated into departmental workflows. It has since become the primary image scanner for bound materials for the department. Staff have been trained in its use and there are now three staff members who can use it effectively. It has been indispensable in work on the digitization of the Joyner holdings of North Carolina Libraries and the Rare Books and Manuscripts card catalog.
Digital Collections	Continue development of the "My Collection" feature into the Digital Collections site and fully integrate it into the site.	Project is developed in collaboration with Application & Design Services; Beta testing is conducted and changes/improvements are identified and implemented; product is fully integrated.	Feature is in Beta by March 2013; testing is completed by April 2013; feature fully integrated by June 2014.	The My Collections feature has been fully tested and is in use. The next reporting period will see a focus on promoting the service to faculty and students.
Digital Collections	Provide digital access to Daily Reflector negative collection sleeves.	Plan for inclusion and access of sleeve images in Digital Collections repository is created and executed.	Plan developed by Oct. 2013; project completed by April 2014.	The project is currently 33% completed and should see completion by August 15, 2014.
Digital Collections	Support goals from the rest of Special Collections that focus on improvement of library instruction	Attend meetings with other special collections departments and give meaningful input toward development of a plan; fulfill expectations for Digital Collections that are included in the developed plan.	plan development and DC expectations are fulfilled; ( No Currently solid timeline for this goal)	The Shift to the single Special Collections service point changed the focus of this goal. Focus was on shared lesson plans and online tutorials. Improvement of instruction will continue next reporting period and will include the integration of My Collection.
Electronic Resources Review Committee	Evaluate and prioritize electronic resources in order to make recommendations of resource acquisition, renewal, and cancellation that support the university's research and curricular needs	1) Create a plan for meeting our share of a budget cut that might range from 3-4% of ALS's total budget; 2) Ongoing input from faculty, students, and ECU Libraries personnel; 3) Lists of added and canceled resources	Ongoing, with meetings approximately monthly	Objective met. The committee's efforts to meet this objective are documented in the committee's annual report.
Electronic Resources Review Committee	Evaluate multi-year electronic resources commitments set to renew in 2014 to ensure that the renewal of these packages will continue to provide a strong return on investment and will fit within budgetary constraints.	1) Analyses of use, cost, and cost-per-use 2) Qualitative feedback from faculty, students, and ECU Libraries personnel	Evaluations completed by deadlines for renewal decisions in fall of 2013.	Objective met. As proposals for multi-year renewal were received, they were analyzed in the context of cost and use data and, when relevant, feedback from others. However, it should be noted that most of the efforts to meet this objective were actually carried out by the Electronic & Continuing Resources Acquisitions Department and the Collection Development Department.

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Electronic & Continuing Resources Acquisitions	With colleagues at the Laupus Health Sciences Library, successfully implement the CORAL electronic resources management system.	1) All license/admin data is successfully exported from Serials Solutions 360 Resource Manager and then imported into CORAL; 2) CORAL functionalities and fields have replaced the use of the department's "E-Resources Acquisition and Access Tracker" spreadsheets; 3) department workflows have been revised to reflect use of CORAL.	Identify the 360 Resource Manager functionalities currently in use and that we hope to replicate in CORAL by July 15, 2013. Complete mapping of 360 Resource Manager data into CORAL by September 30, 2014. Replace the functionalities (in whole or in part) of the departmental "E-Resources Acquisition and Access Tracker" spreadsheet with CORAL functionalities by December 31, 2013. Clean-up/standardize CORAL data and fully implement CORAL by April 30, 2014.	This objective has been partially met. Identification of the 360 Resource Manager functionalities needing to be replicated in CORAL, mapping of 360 Resource Manager data, and migration of the data to CORAL were completed in the fall of 2013. Clean-up and standardization of CORAL data is approximately 50% complete as of June 2014. No functionalities of the departmental "E-Resources Acquisition and Access Tracker" have been replaced by CORAL functionalities. The completion of data clean-up and standardization as well as the replacement of the functionalities of the "E-Resources Acquisition and Access Tracker" are ECRA department objectives for 2014-2015.
Electronic & Continuing Resources Acquisitions	Review and update "Electronic Resources Use Guidelines."	Guidelines updated	December 31, 2013	This objective was not met due to competing departmental priorities and organizational changes during the 2013-2014 FY. It is an ECRA department objective for 2014-2015.
Electronic & Continuing Resources Acquisitions	With cataloging colleagues at Joyner and Laupus Libraries, review, clarify, and, if necessary, revise responsibilities regarding the acquisition and loading of non-Serials Solutions MARC records for e-resources.	Responsibilities are clearly delineated and understood by all relevant individuals.	August 31, 2013	Responsibilities and procedures were clarified in August 2013 and documented in the ECRA department wiki in September 2013.
General Collections Cataloging	With electronic resources acquisitions colleagues, review, clarify, and, if necessary, revise responsibilities regarding the acquisition and loading of non-Serials Solutions MARC records for e-resources.	Responsibilities are clearly delineated and understood by all relevant individuals.	August 31, 2013	Responsibilities and procedures were clarified in August 2013.
Manuscripts and Rare Books	Develop projects related to the existing Urban Renewal Project manuscript collection, including an interview with Lucille Gorham conducted by Dr. Dennard, ECU history professor.	Interview completed, transcribed and made available online.	June 30, 2014	Ms. Gorham was contacted but was not responsive. However, in absence of Ms. Gorham's participation, Jon Dembo was able to concentrate on other oral history projects. He completed three interviews with ECU Public History professors, two with WW II veterans and one with an African American man from Kinston who spoke about his experiences over the decades, including playing in the old Negro Baseball League.
Monographs Acquisitions and Preservation/Conservation	Partner with other units to implement an e-preferred approval plan.	EBooks and print books purchased on this plan are available to patrons.	December 30, 2013	Not met. Due to the need to meet other priorities and due to scarcities in funding to support the implementation of an e-preferred approval plan, this objective was neglected.
Monographs Acquisitions and Preservation/Conservation	Continue the pilot project for the acquisition of title-by-title firm order streaming media. Determine if number of titles requested through this method warrant need to continue project and justify effort to document a workflow.	1) Streaming media titles are added to the collection at a significantly higher number than FY 2012-2013; 2) determine based on two year's of testing, whether this is a viable acquisitions model to support going forward.	June 30, 2014	While title-by-title acquisitions from independent vendors did not increase, the library did start pilot programs with Kanopy and Swank to license access to streaming videos.



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Music Library	Develop collection in the area of vocal music.	\$2,000.00 of collection development funds expended in the area of voice.	Funds expended by March 31.	Completed. Nearly \$3,000 was spent on voice-related materials.
Music Library	Process and catalog the Thomas Moore gift.	Collection processed and cataloged.	June 30, 2014	Completed.
Music Library	Continue with processing and cataloging of the ongoing Dan Shingleton gift.	All materials donated in the 2013-14 fiscal year processed and cataloged.	June 30, 2014	Completed.
Music Library	Complete inventory of monuments to music and selected collected works of composers collections.	Monuments to music and selected collected works of composers collections inventoried.	Monuments to music and selected collected works of composers inventoried by June 30, 2014	Completed. We are now ready to move on to replacing missing volumes and updating the catalog records, which is a goal for the coming year.
Music Library	Make plans for the establishment of a Gregory Kosteck archive (to preserve the music and memory of past internationally-recognized ECU music composition professor Gregory Kosteck), including beginning the preservation/conservation, processing, and cataloging of all donated, unprocessed materials recently given by retired ECU music professor Barry Shank.	Plan developed and preservation/conservation, processing, and cataloging completed on at least 25% of the collection.	Plan developed by Oct. 31, 2013; ongoing, with report on amount completed as of June 30, 2014	Completed. There are roughly 100 scores and 32 have been processed and cataloged.
North Carolina Collection	Continue processing of the Roberts Collection of North Carolina.	Cataloging priorities are established and retention decisions for duplicate material are completed by the end of the review period	June 30, 2014	Progress on this goal is ongoing. Materials have been prioritized and much of the most valuable materials have been cataloged. Many duplicates are still being compared to copies in the collection. Much unique material remains to be cataloged.
North Carolina Collection	Review of conservation needs for rare materials in the NC closed stacks and the Roberts Collection of North Carolina	Assessments completed and recommendations presented.	June 30, 2014	Initial assessment of our rare materials revealed relatively few conservation problems among the rare materials. This goal was abandoned in favor a full inventory of the North Carolina Collection. The inventory is ongoing
Research and Instructional Services	Collaborate with Application and Discovery Services to write new database descriptions as part of database list redesign.	Database descriptions completed and new web page made live.	Initial draft of descriptions completed by July 1, 2013; revisions submitted by August 15, 2013.	Database descriptions completed, live by August 2013.
Scholarly Communication	Determine the potential services ECU Libraries can offer for ECU editors generally and open journal systems specifically.	Recommendation to library administration.	June 30, 2014	Incomplete--the Journal Editors FIG fizzled and we have not seriously discussed Open Journal Systems.
Scholarly Communication	Add new collections to the institutional repository.	Items for new collections may consist of gray literature, presentations, and/or targeted items from University Archives.	June 30, 2014	Honors College theses have the first items added but we have not targeted new collections beyond what we finished last summer: Seminars and Workshops including the Hurricane Workshops, the TALGS Conference, and the Research & Creative Activity Week.

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Teaching Resources Center	Explore, purchase and market children's eBooks for the TRC Curriculum Collection.	Research and contact publishers and vendors providing children's e-books. Establish vendors for purchasing e-books and develop purchase lists based upon curriculum needs and requests, and purchase e-books. Meet with members of the Electronic & Continuing Resources Acquisitions and Cataloging Departments regarding license agreements, e-book platforms, MARC records, etc. Once materials are accessible, promote and assess.	Publishers/vendors researched and meetings with other departments held during the fall semester. Purchase lists are developed and materials acquired during the spring semester. Promotion conducted as needed and assessment completed by June 2014.	Companies providing children's e-books were researched, and the department moved forward with two companies, Capstone Press and Mackin Educational Resources; members of Acquisitions and Collections Management determined the license agreement with Capstone was unacceptable; after extensive negotiating with Mackin, an acceptable license agreement was signed; approximately 30 free MackinVia titles were given to Joyner, and parameters are being created; these 30 titles should be available to patrons in Fall 2014.
Teaching Resources Center	Determine the feasibility of adding a Teaching Aids Collection to the TRC Curriculum Collection	Meet with members of TRC to gather their input based upon the need and requests of patrons to determine type of items to be placed in this collection. If deemed feasible, begin cataloging existing items for new collection and begin compiling a purchasing list of needed new items to purchase.	Meet with all stakeholders to discuss need, location, involvement, parameters and processes for adding collection by September 2013. If deemed feasible, compile purchase list for new items by December 2013.	All materials from the Nash Community College Cohort were sorted and reviewed; space and shelving to house the collection was created; bins and bags necessary to organize the materials were purchased; best practices for cataloging have been discussed; a collection code for teaching aids has been created by ILS Services; materials are currently being packaged and cataloged; circulation of these materials is scheduled to begin Fall 2014.
University Archives and Records Management	Address preservation of email on campus as required by public records law and university policy.	Work with select offices with larger amounts of permanent retention email to establish procedures for preserving the information.	December, 2013	Met with campus IT to discuss their proposed implementation of a new e-mail storage and retrieval system, campus IT is still investigating system changes. Collaborative efforts will continue.
University Archives and Records Management	Implement plan to collect student life materials.	Begin meeting with student life and Greek Life organizations to discuss donating material to University Archives; establish a social media presence to gather non-organizational materials.	Meeting with organizations in Fall 2013; establish presence by March 2014	Met with Director of Greek Life. Efforts have been coordinated to begin sending Greek Life material to the Archives at the end of each school year. Investigative efforts of social media harvesting is ongoing. Social media presence has been combined with umbrella Joyner account.
University Archives and Records Management	Improve electronic record collection process and continue to expand program to more offices and departments.	Work with Application & Discovery Services to simplify and improve the electronic record submission process. Create online training on submitting electronic permanent records by Spring 2014 and provide handouts on electronic record submission during outreach meetings.	Spring 2014	Handouts and outreach packets for Records Management have been created and disseminated. Collaborative efforts with ADS have yielded a redesigned electronic record submission form. Testing is complete, new form will be implemented into Records Management training and outreach efforts immediately.

**5. Improve accessibility and increase awareness and use of library collections, services, and programs.**

Department	Objective	Measure	Timeline	Outcomes/Results
Access Services	Clarify lending information for outside libraries	1) Revise the lending webpage; 2) revise the OCLC Policy directory entries; 3) revise the ILLiad Lending web request pages	1) August 30, 2013; 2) August 30, 2013; 3) ongoing	1-2) The Lending webpage and OCLC Policies Directory entries were updated in August and throughout the year as needed. 3) A review of ILLiad Lending web request form use statistics found that only .001% of Lending requests are submitted directly through the web portal; thus, it was decided that revision to the pages was not worth the time investment [nearly all requests come through OCLC or RapidILL or are emailed].
Access Services	Provide 24 hour access to Circulation Services during fall and spring semester extended hours trial.	Circulation is open for 24 hours Sunday – Thursday, during fall and spring semesters. The new Overnight Supervisor position is successfully integrated into the Circulation Department and reliably staffs the desk during extended hours. Visitor count averages 100 per night (midnight-7:30 a.m.); semester desk transactions total at least 500 during the extended hours.	August 1, 2013: New position will be integrated. Visitor and desk transactions analyzed at the end of fall and spring semesters.	The new Overnight Supervisor position was filled in June 2013; the employee trained and worked in the daytime over the summer and worked overnight August through December; the employee resigned and a replacement started in March 2014. Visitor entry statistics averaged 202 during the 11pm-8:00am period during the fall semester. During the same period only 188 questions were recorded at the circulation desk. Of these, 66 were directional and 122 were reference in nature. This led to the desk being closed 4:00 AM - 7:00 AM, the lowest use time, in the spring.
Access Services	Publicize ILL Borrowing and Document Delivery services through a variety of methods.	1) At least one plasma screen and website announcement is submitted each semester; 2) at least one announcement to be included in the library's e-newsletters and emails is submitted each semester; 3) a sample announcement for Collection Development to include in their contacts with faculty is distributed; 4) department presents to at least two groups in addition to the New faculty Orientation and College of Education DE cohorts.	1) December 15, 2013 and May 15, 2014; 2) December 15, 2013 and May 15, 2014; 3) October 30, 2013; 4) ongoing	1-2) Suggestions for plasma screen, website, enewsletter, and social media outreach were provided to Marketing during both semesters. 3) Outreach through Collection Development was not pursued until June, 2014. 4) The Interlibrary Loan Librarian, while also serving as interim Copyright Officer, included mentions of Interlibrary Loan during three copyright presentations to graduate students and to two faculty sessions.
Application & Discovery Services	Investigate using APIs to construct a consolidated search results display, or a 'bento'	Needs assessment is completed and report is written. Recommendation is made to Library administration concerning next steps.	Conduct a basic needs assessment with internal and external constituents to gather data on desirability of a consolidated search display by December 2013. Use data collected to inform on development of a consolidated search results display to complement the VuFind installation by June 30, 2014.	A proof of concept was developed to give the Libraries a general idea of how a 'bento' display could work using different API sources to pipe in search results. Further development has been halted until the implementation of Blacklight is completed and has been applied to the Libraries' instance of Summon. The 'bento' is essentially phase 3 of the catalog replacement and re-engineering of search for the ECU Libraries. It is slated for release in beta by end of FY14/15.

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Collection Development	Partner with colleagues in Research and Instructional Services to improve selection of materials and better market library services.	List of collaborative projects, such as: create/revise materials for New Faculty Orientation, deliver presentations/materials to graduate student orientations; and/or share results of pilot curriculum mapping project to determine future collaborative efforts.	June 30, 2014	Not met. Following changes in leadership in both the Collection Development Department and the Research and Instructional Services Department, the new department heads conferred and decided to handle partnerships between the departments in a less formalized manner.
Electronic Resources Review Committee	Increase evaluative feedback from ECU libraries' patrons regarding electronic resources under consideration by the committee.	1) Devise a method for recording feedback consistently so that we can track trends; 2) A total increase of 10% or more in the amount of external evaluative feedback received (whether via online evaluation form, email, face to face, etc.); 3) Consistently solicit feedback from relevant departments (e.g., Reference, TRC, NCC, Music); 4) Experiment with and, when deemed appropriate, broaden the methods by which evaluative feedback is solicited and received.	June 30, 2014	Objective met. In order to ensure that all submitted feedback is reviewed by the committee, the committee established a practice of posting feedback received directly (as opposed to via the online survey form) in the committee's wiki. Calculations (average responses per trial) indicate that overall trial feedback received increased by about 60 percent from the prior year. The committee made efforts (primarily via emails) to consistently solicit feedback from relevant departments.
General Collections Cataloging	Catalog routine items for the general stacks, Reference, Music Library, as needed, in a timely manner.	100% of new purchases (up to 3000 items) will be cataloged.	By June 30, 2014.	As of May 31, 100% (2555) of new purchases received had been cataloged.
	Catalog DVDs and other audiovisual materials in a timely manner.	1000 items (up to 100%) will be cataloged.	By June 30, 2014.	As of May 31, 100% (418) of new DVDs and other audiovisual materials received had been cataloged.
	Catalog new federal government documents in a timely manner.	1200 items (up to 100%) will be cataloged.	By June 30, 2014.	As of May 31, 100% (1621) of new federal documents received had been cataloged
General Collections Cataloging	Retrospectively catalog government documents subject areas as directed by the Federal Documents Librarian.	50% of SuDoc subject area E (up to 8000 items) will be cataloged.	By June 30, 2014.	As of May 31, 80% (9166) of SuDoc subject area E had been cataloged
General Collections Cataloging	Resolve cataloging and physical processing problems with materials submitted by other departments in the library.	2000 items (up to 100%) will be processed.	By June 30, 2014.	As of May 31, 100% (1144) of problems submitted by other departments in the library had been resolved.
General Collections Cataloging	Eliminate backlog of Interlibrary Loan Purchase on Demand electronic theses and dissertations.	All ILL POD ETDs are cataloged.	September 1, 2013	Completed.
General Collections Cataloging	Began cataloging microform sets, as prioritized by Collection Development.	First 5 microform sets on priority list will be cataloged.	June 30, 2014	Completed.

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General Collections Cataloging	Access provided to all 18,000+ federal government document microforms with the current location" ask at reference desk".	Estimated completion: June 2015; 25% completed by March 2014	Ongoing; long-term project that is worked on as staff and student workers have time	As of May 31, over 90% completed.
IT Operations	Identify opportunities for additional self-service kiosks within the library.	1) Identify a space for a room reservation kiosk, or implement the feature on the library lobby kiosk; 2) work with TRC to implement electronic ETC room check-in.	1) December, 2013; 2) February, 2014.	1) The stacks search stations were converted to room reservation kiosks, and are placed on the 1st, 2nd, and 3rd floors. 2) TRC went with a different approach and is using the ILS for electronic check-in for the ETC room.
Manuscripts and Rare Books	Establish a system for accessioning "mixed" collections, such as those containing both manuscripts and rare book materials. (Form group to establish system )	System established and in use.	March 30, 2014	We began planning for work to be done on a typical "mixed" collection, the "Ludlow" addition of the Stuart Wright Collection. On the Ludlow addition we were able to hold inter-departmental meetings that involved many staff members in the project. These meetings allowed us to achieve our goal of establishing a system for accessioning "mixed" collections. We were also able to establish a reliable system to also process, catalog and preserve the Ludlow addition.
Manuscripts and Rare Books	Link encoded descriptions of additions and newly processed collections to online finding aids and establish process for ensuring that online finding aids are kept current.	Link remaining 28 addition descriptions and 10 newly processed collections are linked; workflow is revised to prevent online finding aids from becoming out of date.	March 30, 2014	The project was accomplished thorough the supervision of students by Digital Archivist Jennifer Joyner. The students checked online finding aids again paper documentation for accuracy. If any of the information differed, corrections were made in Archivist Toolkit, then this was reviewed by the Digital Archivist. She then updated all finding aids online (including adding container lists if needed) and the project was completed.
Manuscripts and Rare Books	Establish location codes for the East Carolina Manuscript Collection housed in the 4th floor stacks and in the basement.	Location codes in place, and all students and staff trained on this system	March 30, 2014	University Archives had already established their location code system for their archival materials. As a result, the Digital Archivist developed a plan patterned after the one utilized by University Archives. She also met with the Aeon database administrator to work out options allowing for the codes to appear on the paper slips used in the Aeon public service system. Once the plan for the Special Collections Division to move to a single service point was put forward, it was decided to move this goal to 2014.
Marketing Committee / Marketing Department	Produce and distribute informative and creative ALS Annual Report for 2013.	Number of copies distributed; feedback received.	December 1, 2013	Completed November 2013, distributing more than 2100 copies. Reviewed distribution list for 2014 report. Marketing Committee assisted Marketing Department in production with article submissions and editing.
Marketing Committee / Marketing Department (also supports Goal 8)	Submit publications for 2-3 awards.	Number of submissions; number of awards.	June 30, 2014	Marketing Dept submitted 2013 Annual Report for CASE and ALADN award categories. No awards received.

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Marketing Committee / Marketing Department (also supports Goal 1)	Produce poster series (4 sets of 4-5 posters) for use on Pirate CAVE wall and possibly other areas.	Number of sets produced; feedback received.	2 sets by August 15, 2013 and remaining 2 sets by December 15, 2013	Mktg Comm assisted with content generation. Mktg Dept produced two sets. One set is currently marketed on bulletin board near UWC and ALS vending area. Another set was produced and rotated briefly on Pirate CAVE wall. This goal will continue for 2014-15.
Marketing Committee / Marketing Department	Review existing rack cards (flyers by elevators) for clarity and accuracy Suggest new subjects and design/produce.	Documentation of review; number of new rack cards produced.	May 30, 2014	Completed fall 2013. Marketing Dept distributed literature to Mktg Comm members for feedback. This goal is ongoing to ensure literature is current.
Marketing Committee / Marketing Department (also supports Goals 5 & 8)	If Joyner Library participates in the ECU Homecoming parade, offer theme suggestions for the float and provide other help as needed.	Documentation of involvement.	November 30, 2013	Completed November 2013. Mktg Dept with some Mktg Comm members created a Homecoming parade volunteer group to build the float and participate in the parade.
Marketing Committee	Resolve problem with hyperlinks in the e-newsletter or find a new format for the e-newsletter.	Documentation of outcome.	August 15, 2013	Completed August 2013. Mktg Dept worked with ADS to resolve the problem in Adobe Suite.
Marketing Department	Create new multi-year strategic marketing plan with dean and assistant director for public services.	Plan created.	September 30, 2013	This was not achieved. Will roll into 2014-15 goals.
Marketing Department	Create READ posters featuring 5-10 Honor College students and/or EC Scholars, and 5-10 faculty; hang posters; feature student posters on social media sites, web banner and blog and faculty posters in e-newsletters and social media sites.	Number of posters; methods of promotion.	Student posters hung and promoted by Sept. 30, 2013; faculty posters hung and promoted by Feb. 15, 2014.	7 student posters were completed by October 2013 and hung in Honors College study room. 13 ALS employee READ posters were completed and hung in Tech Services hallway in May 2014. ECU Faculty READ posters were offered as a reward for completing the LibQual survey. 7 were completed in June 2014 with the remaining to be done when faculty return in August 2014.
Marketing Department	Continue social media and blog marketing to increase users and patron interactions.	Increase Facebook likes by 50.	Ongoing	Social media goals were created and approved fall 2013. Content generation plan using Hootsuite was finalized and training occurred in June 2014. Facebook likes were increased by 55 followers prior the merge of accounts. Facebook had 1020 followers following the merge and currently has 1101. Promotional activities for Pinterest (March 2014) Twitter (April 2014) and Instagram (May 2014) increased followers.
Monographs Acquisitions and Preservation/Conservation	Become more proactive in marketing the monograph materials purchased for our collection; find avenues to raise awareness of the ways our collection supports the research needs of the university community.	1) Newly received titles are posted on a regular basis to the library's social media presence. 2) Highlight existing materials in our collection that tie into the university's stated strategic directions, are topical in light of current events, and support student learning outcomes.	June 30, 2014	Only very partially met, goal will be revised and added to next year's objectives. While there was a short period of time where regular posts were submitted for posting on the social media presence, it was not ongoing or sustained. With the development of HootSuite, the department intends to make weekly or bi-weekly posts. Measure 2 was very lofty when developed and the intent was good. Although this has not been met, discussion of cooperating with Collection Development colleagues to focus on timely topics is underway.

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Music Library	Evaluate effectiveness of the social media methods implemented in fiscal year 2012-13 to highlight the music library's offerings and services using a predetermined measure (e.g., a certain percentage of increase in "likes"). As needed, revise those methods, or eliminate and replace.	All 2012-13 methods evaluated and revised, or eliminated and replaced, and one completely new method added to the remaining methods.	Evaluations completed by Oct. 31; revisions, replacements completed by March 31; new method developed and implemented by June 30.	Cancelled because Joyner decided to move to a unified media presence.
North Carolina Collection	With Digital Collections, expand online resources on the Civil War in eastern North Carolina.	A coherent group of more than 20 items has been mounted.	June 30, 2014	Work on this goal is ongoing. Relevant materials have been identified, but only a few individual items have been moved forward for digitization.
North Carolina Collection	Promote the expanding access of historical materials relating to history of North Carolina.	LibGuides are completed for North Carolina Maps, the public documents series, and statistical resources.	June 30, 2014	Work on this goal is ongoing. While work is underway on all three of these guides, other NCC subject guides were revised first.
Research and Instructional Services	Partner with colleagues in Collection Development to improve selection of materials and better market library services. The two departments will meet at least once a semester to exchange ideas and information and will create a list of collaborative projects to pursue such as: <ul style="list-style-type: none"> <li>• Create/revise materials for New Faculty Orientation</li> <li>• Deliver presentations/ materials to graduate students orientations and faculty</li> <li>• Devise an outreach plan to educate faculty members about library's role in information literacy instruction</li> <li>• Share results of pilot curriculum mapping project to determine future collaborative efforts</li> </ul>	List, presentations, and plans completed.		Following changes in leadership in both the Collection Development Department and the Research and Instructional Services Department, the new department heads conferred and decided to handle partnerships between the departments in a less formalized manner.

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Research and Instructional Services	Conduct a pilot curriculum mapping project to identify information literacy gaps in areas of Engineering, Communication, and Hospitality Leadership. Using the outcomes of this project, when appropriate, devise a second tier of 2-3 Research Guides for each discipline's specific concentrations to address these gaps. Meet with selected faculty members from these departments to market and implement guides into their curricula.	Pilot mapping completed; devise second tier research guides; meet with selected faculty members from Engineering, Communication, and Hospitality Leadership to market guides for implementation.	Mapping completed by October 15, 2013; new guides completed by January 1, 2014; faculty meetings to be completed by May 2014.	Communication guides are done. Hospitality Leadership was not interested in making new guides, they were happy with the ones from the grant project the summer before. Engineering guides not completed.
Research and Instructional Services	Rewrite/redesign all library instruction marketing materials to include language related to QEP/SACS student learning outcomes by August 2013.	Redesigned library marketing materials including e-mails, plasma screen messages and newsletter articles written and distributed.	Initial distribution of marketing materials will occur between August 15-30, 2013. Subsequent marketing will follow during the fall and spring semesters.	Completed.
Scholarly Communication (also supports Goal 3)	Partner with University Archives to include selected materials in the Institutional Repository.	Selected items uploaded.	June 30, 2014	Inconclusive results. The Task Force has not met recently.
Security	Adjust staffing schedule as needed to ensure coverage during 24/5 period Sunday through Thursday.	Scheduling is examined. Appropriate changes are implemented.	Examination is completed by July 2013. Implementation by August 2013.	Complete.
Special Collections Cataloging	Catalog items from the original (2010) Stuart Wright purchase.	100% of purchase (up to 1400 items) cataloged.	By June 30, 2014.	Complete.
Special Collections Cataloging	Catalog other items for Special Collections in a timely manner.	150 items (up to 100%) cataloged.	By June 30, 2014.	Cataloged 549 items, for 366% of this objective.
Special Collections Cataloging	Catalog items for NC Collection in a timely manner.	800 items (up to 100%) cataloged.	By June 30, 2014.	Cataloged 1805 items, for 226% of this objective.
Special Collections Cataloging	Catalog items for TRC in a timely manner.	1200 items (up to 100%) cataloged.	By June 30, 2014.	Cataloged 2392 items, for 199% of this objective.
Special Collections Cataloging	Catalog items for Digital Collections in a timely manner.	400 items (up to 100%) cataloged.	By June 30, 2014.	Cataloged 1489 items, for 372% of this objective.
Special Collections Cataloging	Process each quarter's Backstage authorities reports in Symphony, including assessing cleanup needs following RDA-related updates to the authority file that loaded in April 2013.	Reports processed.	Before the next quarter's reports are posted.	Reports processed. RDA cleanup will be assisted by Backstage upgrade process to be done later this summer.



ALS 2013-2014 Goals and Objectives

Teaching Resources Center	Increase the services for College of Education and CDFR online classes	Increase instructional services offered to educational online courses via new/updated LibGuides, recorded instructional sessions, discussion boards and live online sessions by 3-10% of 2012-2013 instructional sessions. TRC Outreach/Instructional Coordinator will develop an assessment tool to evaluate the effectiveness of the services. Using the information gathered from the evaluations, the services will be assessed for fall and spring making adjustments and improvements as needed.	Meet with members of TRC responsible for instruction to determine the needs for online services and develop resources by September 2013. TRC Outreach Coordinator will develop an assessment tool by September 2013. Assess services in December 2013 to make any improvements for spring semester.	The TRC technology team met to discuss technology trends and needs; a member of the department met with the library's online learning librarian to discuss online instruction and develop an online learning plan; several assessment tools were evaluated; all faculty within the College of Education, the Department of Child Development and Family Relations, Art Education, and the SECU Partnership East cohorts were contacted by members of the TRC faculty and the creation of LibGuides, online instruction, consultations, and embedded librarian services were made available to them; eight LibGuides were updated and eight online consultations were conducted.
Teaching Resources Center	Implement the training, use and procedures of newly purchased Learn on Demand Graphic Cut and Print System for the TRC ETC room.	Upon installation and training of the members of the TRC on the operation of the Vinyl letter Cutting System by the vendor, the TRC will begin developing procedures and guidelines to effectively incorporate this production item into the ETC room. The procedures and guidelines will be revisited to make any changes necessary. Revisions will be ongoing if necessary.	Training and development of guidelines and procedures completed by August 2013. Evaluate services to make changes by December 2013.	Procedures and guideline were written, implemented and documented; all TRC employees, faculty, staff, and students, were trained; all new employees are thoroughly trained; additional training sessions are available throughout the semester for employees who wish to update their skills; equipment instructions are located in a notebook next to the print system; a cost per use system was implemented and a pricing chart and sample posters, vinyl letters, and plaques are displayed on the wall above the print system; the new equipment was available to patrons Fall 2013; new products were marketed through the TRC newsletter, TRC webpage, social media, and instructional classes; the vinyl printer was used by nine customers, and the award printer was used by one customer.
University Archives and Records Management	Expand Records Management outreach to more offices and departments.	Meet with remaining academic and administrative departments to discuss services offered by University Records Management including retention schedules, electronic records, permanent records, and email preservation.	June 30, 2014	Outreach efforts to main campus offices are complete. Health Sciences campus is currently underway. Athletics and Financial services are also in progress.

**6. Provide the University community and residents of eastern North Carolina and beyond with educational resources and cultural opportunities that foster engagement and learning.**

Department	Objective	Measure	Timeline	Outcomes/Results
Administrative Services	Develop and implement a process to obtain student employees' contact information so that we can engage with them after they graduate or leave ECU.	Contact information for 50% of students who are employed by Joyner Library during the 2013-2014 academic year is recorded.	May 15, 2014	Completed. An Excel file containing contact information for 772 students employed at Joyner as far back as 2008 was compiled. A request has been submitted to the Advancement Office to check the names in its database in an attempt to update mailing and email addresses. A process for updating the file has been developed and implemented.
Green Committee	Hold Earth Day education events for the ECU community such as a lunchtime video.	Number of Earth Day activities planned, scheduled and held; number of attendees.	April 1, 2014	Green Committee sponsored a table during the ECU Sustainability Fair on April 22, 2014 and held a brown bag lunch viewing of the WCNC Charlotte special report "FlashPOINT: Duke coal ash spill" on April 23, 2014.
Green Committee	Provide green tips and committee initiatives via Joyner Library's Facebook page and e-newsletter throughout the year.	Facebook updates are sent at least once a month to Social Media Committee and at least 2 articles are written for the e-newsletter.	June 1, 2014	Committee members compiled green tips to send out via social media but were unable to do so due to changes in the management of the library's social media accounts. However, the committee is set to start sending out these tips beginning June 1, 2014. Additionally, the Green Committee ran an item in the library newsletter about our Winter Clothing Drive. A planned spring article about the new magazine collection (PRRC) had to be delayed because of a change in the e-newsletter's publication schedule.
Manuscripts and Rare Books	Apply for a grant to process the Institute of Outdoor Drama (AIOD) records.	Application completed and submitted to NHPRC.	Application submitted by August 1, 2013.	We have received this grant and plan to begin advertising for the positions in July 2014, and begin the project on October 1, 2014.
Marketing Department	Support departmental and event marketing. Investigate alternative ways to reach target groups.	Documentation of marketing efforts and of alternatives used; feedback from clients and participants.	Ongoing	Mktg Dept has worked to develop relationships on campus to promote events and scholarship programs. Units often forward to their listservs at the Dept Chair or Assoc Dean level. Some examples include Graduate School, News Services, Student Affairs. This goal is ongoing.
Monographs Acquisitions and Preservation/Conservation	Staff members continue to teach sessions at conferences held at Joyner Library, thereby continuing to be a regional resource for Preservation/Conservation training.	Number of instructional sessions completed.	June 30, 2014	Gloria was the guest speaker for 2 class sessions of a Maritime History class. Gloria presented at the Librarian to Librarian Networking Summit and the Paraprofessional Conference. Gloria demonstrated pres/con techniques during the Edible Book Festival and designed a pres/con related display for May Day. Gloria and Tracie each taught a Lifelong Learning Session.

ALS 2013-2014 Goals and Objectives

NC Collection	Promote resources of the North Carolina Collection.	1)Three exhibits highlighting NC Materials are mounted during the reporting year; 2) Collection resources are reported in local media at least six times during review period.	1) July1, 2013; October 1, 2013; February 1, 2014 June 30, 2014	Exhibits were mounted on paleontology, the Civil Rights Movement and early printing in North Carolina
Project Development	Develop and coordinate events that promote library resources and inspire learning for members of the ECU community and the public.	Number of events; feedback from participants.	June 30, 2014	Joyner Library developed and coordinated over 30 events in 2013-2014. The Director of Project Development handled event coordination & logistics for special events at the library including: ENC Literary Homecoming, Linda Fox Reception, Grad Student Exhibit Awards Reception, Faculty Author Book Awards, 5 FaculTea Series Lectures, Medical History Interest Group, Verona Joyner Langford Birthday Party, Bassman Awards, Lady Liberty Reception & Lecture, Janice Hardison Faulkner Gallery Dedication, Rhem/Schwarzmann Awards, East Carolina Past and Present Exhibition Reception, 2 Stuart Wright Collection Events, and more.
Project Development	Develop and coordinate the Marie & James Thompson Student award, including coordination of a committee to promote the program and recruit student applicants.	Number of applicants; scholarships are awarded twice a year.	Ongoing	Developed and coordinated the Marie and James Thompson Award. Applications were released in October 2013. The committee received and reviewed 11 applications. Two awards were given for Spring 2014 to Ryan Bradley and Dominique Rowe. Applications for Fall 2014 will be released in late summer 2014.
Project Development	Support and coordinate the Friends of Joyner Library in its mission to create community awareness of Joyner Library.	Six meetings are coordinated; Board members are notified of meetings. Administrative support is provided for all activities including membership drive, banquet, and events. Activities and events funded by the Friends are organized and managed to the Board's satisfaction.	Ongoing	Oversaw board development including coordinating six bi-monthly board meetings and numerous committee meetings. The Director of Project Development worked with the board president to set up agendas and other needs for all meetings; facilitated overall organization of board meetings including planning, communication, and catering needs;I coordinated all FOJL membership drives, maintained membership records and correspondence, and maintained the friends membership database; oversaw organizational development including coordinating all special events planned by the Friends including selecting a speaker for the Spring Banquet and preliminary planning for the event; and worked with colleagues to conduct a Fall Map Sales Campaign for the Friends of Joyner Library. Positive feedback was given by the Board concerning the banquet, the map sales campaign, and meetings.

ALS 2013-2014 Goals and Objectives

Research and Instructional Services	Collaborate with library marketing to plan, select, and execute the W. Keats Sparrow Awards and Bassman Awards and their recognition ceremonies.	Winners selected and receptions held.	Sparrow Award will be presented in August 2013 and Bassman Award will be presented in December 2013.	Completed on schedule.
Teaching Resources Center	Organize and host the 9th Annual Librarian to Librarian Networking Summit	Planning logistics including: vendor sponsorship, speakers, giveaways, call for proposals, session assignment, etc. are completed. Registration held, registration packets created, and Summit held	Planning logistics completed by November 2013. Registration and event held by February 2014.	The summit was held on February 8, 2014; award-winning author Sheila Turnage was the keynote speaker; 31 sessions were held with 150 participants and 50 facilitators in attendance. Evaluations from participants and facilitators were analyzed and TRC employees, the Summit Planning Committee, Assistant Director for Public Services and Interim Dean assessed the event. Based on evaluations and assessments, improvements to the event will be made. The next summit will be held in 2015.
University Archives and Records Management	Develop exhibit on student life at East Carolina from 1909 through the present.	An eight panel exhibit focusing on student life (dorm living, dining options, student organizations) is created to be displayed in Joyner Library and/or other campus location.	December, 2013	The exhibit, A Pirates Life for Me, was completed by June 2014. It will be installed in the new evaluation period.
Scholarly Communications	Collaborate on the North Carolina Coastal Atlas	Contribute bibliographic entries and work with Atlas creators in other ways to enhance educational mission of this project.	June 30, 2014	The Atlas Bibliography group on Mendeley (which feeds citations into the Atlas) now has 839 papers in it, and the boundary boxes are contributing to geotagging of articles. (Articles can now be discovered by location.) Steering committee members have also discussed additional sources for discovering new bibliographic entries.

**7. Manage fiscal and human resources to allow Academic Library Services to grow and develop.**

Department	Objective	Measure	Timeline	Outcomes/Results
Access Services	Continue to identify differences between Joyner and Laupus circulation policies and investigate options for consistency to combine current circulation policies into one, cohesive Circulation Policy for Laupus, Joyner and the Music Library.	Differences in the policies are identified; as needed, an updated Circulation procedure is submitted to OPRC	April 30, 2014	Due to important differences in patron populations, it was determined that a single circulation procedure for all libraries was not possible. The procedure for Joyner and Music was revised in December, 2013, and in April, 2014, to more closely align end of term due dates, equipment loan terms, Friends of the Library privileges, and billing processes between the three libraries.
Access Services	Continue to implement new billing and document procedures as set forth by the State of NC and ECU Financial Services and identify and implement new procedures that have changed since last year.	1) Overdue and billing notices for Symphony are revised to meet new changes in billing procedures; 2) ECU Financial Services is set up to submit social security numbers to identified staff in ECU Financial Services, for debt collection for ECU faculty, staff and students; 3) Number of submissions for ECU faculty and staff to the Department of Human Resources for State Employee Debt Collection Act (SEDCA) increase with approved dunning letters and billing process; 4) System for assessing Interest and Penalty charges to all patron accounts is implemented as standard billing procedure; 5) Process for writing off debt patron accounts with outstanding balances according to Threshold Limits for Past Due Accounts is implemented and letters are sent to patron accounts with amounts due of \$50.00 or more and old debt is resolved; 6) Procedures for Circulation Fines and Billing Manager to process billing and collection procedures for items loaned from Interlibrary Loan are	1) August 1, 2013; 2) December 2013; 3) October 1, 2013; 4) January 2014; 5) January 2014; 6) December 2013	1) Changes were delayed until the spring semester to accommodate a major change in the billing processes. New overdue and billing notices were implemented on April, 2014. 2) The Library was unable to be approved to collect Social Security Numbers. Instead, the Library will submit state employees to Human Resources under SEDCA. 3) Dunning letter templates have been repeatedly revised and are still awaiting ECU attorney's final approval. 4) Uncollected student debt since 7/2010 was entered into the Banner Finance for collection by the ECU Cashier's Office, which will collect any needed penalties and interest. Calculating, applying, and collecting penalties and interest for non-student debt was delayed as debt collection processes were changing, but will begin in fall 2014. 5) The transfer of student debt to the Cashier's Office delayed the write-off process until summer 2014. As of June 18, about \$30,000 of uncollectable debt had been written off. 6) The process to collect for Interlibrary Loan Lending debt was finalized in the spring semester.
Access Services	Hold ILLiad and Circulation desk cross-training for Circulation and Interlibrary Loan staff in order to better serve patrons in the new combined office space and provide Circulation with staff coverage to hold regular core meetings.	ILL staff will be able to successfully staff the Circulation Desk during core meetings and provide ILL service from the service desk as necessary.	September 1, 2013	ILL staff were trained on how to circulate basic materials and on the services provided by Circulation prior to September 2013. More in-depth training continued throughout the year. As Circulation and ILL worked more closely together, it was determined important for ILL staff to attend Circulation core meetings rather than cover the desk. ILL assistance was provided from both the Circulation desk and in the ILL work space.

ALS 2013-2014 Goals and Objectives

Access Services	Identify and address reciprocal imbalances	1) Review 2012-2013 requests to identify reciprocal imbalances between lending and borrowing; 2) implement a billing structure to charge lending fees to identified libraries; 3) review requests and spending statistics going forward to identify additional libraries to charge for the lending service	1) July 30, 2013; 2) August 30, 2013; 3) ongoing	Prior year's requests were reviewed, imbalances were identified, and six billing categories were created in ILLiad. Over 6,400 libraries previously borrowed from or loaned to were reviewed for membership in our eight consortial groups and assigned to the proper billing category. The OCLC Policies Directory and our webpage were updated to reflect billing changes; an email was sent the primary ILL LISTSERV. Throughout the year, monthly OCLC IFM reports and invoices for Borrowing were reviewed for reciprocity, charges were contested and changes to billing categories were made as needed, new libraries were assigned categories, and updates from changes to consortial memberships were made. Implementing the billing changes earned over \$6,000 in new revenue from borrowing libraries.
Access Services	Investigate data dashboard and other enhanced statistic possibilities	1) Documentation of research into possibilities that could potentially automate or otherwise enhance the gathering and analysis of statistics; 2) documentation of training classes attended and/or independent study of any needed software to implement chose possibilities.	Ongoing	Reviewed detailed information from Yale University's and Brown University's ILL dashboards. The level of technical knowledge to create either type of live data dashboard was determined to be beyond that currently possessed by Access Services employees. Received notification in June that ILLiad and Circulation data will be included in the university's ODS data dashboard initiative in 2014-2015.
Access Services	Reduce ILL Expenses	1) Adjust shipping methods to reduce shipping expense; 2) analyze borrowing transactions to reexamine preferred lending libraries by cost and speed and the re-order preferred library lists accordingly; 3) Investigate and implement additional cost-containment methods	1) July 31, 2013; 2) July 31, 2013; 3) Ongoing	1) The Lanter courier service contract for KUDZU consortial interlibrary loan shipping was cancelled after an analysis found other shipping methods to be cheaper. Shipping settings for over 6,000 libraries were reviewed. Use of the cheaper NC State Courier service was extended to more libraries in North Carolina. Use of UPS and the US Postal Service's Library Rate and First Class rate were expanded to replace the Lanter service. 2) The analysis and reprioritizing of library custom holdings groups continued throughout the year, with major updates to groups made for LVIS libraries and media materials in March, SOLINET libraries and libraries delivering articles using Odyssey in May, and 60+ day loan periods in June. 3) A ILL staff vacancy created by retirement in June 2013 was not filled in ILL. In March, additional free lending libraries were identified as members of LVIS and Rapid. In April, ILL Lending began holding outgoing UPS materials for packaging once per day so additional materials could be bundled into fewer shipments. In June, a random sample of Borrowing requests made during the spring semester for which fees were paid to obtain the materials were reviewed and none were found to have been borrowed that could have been obtained from a free lender.

ALS 2013-2014 Goals and Objectives

Access Services	Revise training procedures and expectations for circulation stack and service desk students by working with the circulation student supervisor to revise training manuals and increase supervision and guidance to student employees.	The number of errors made by student employees in the circulation department noticeably decreases and the corrections to students by circulation staff are noticeably reduced.	December 20, 2013	A new student supervisor was hired in September, 2013. Stack students attended meetings so Stacks Supervisor could review procedures, and desk students were sent emails to update on changes in procedures, such as circulating 7 day loan laptops and new equipment such as portable projectors. Staff spoke with students to verify they understood changes in procedures. Several areas for were identified that needed more extensive training and will be reviewed for implementation in revised training procedures this summer.
Administrative Services	If ALS receives the NHPRC grant to process the Institute of Outdoor Drama records and/or other grants, Business Operations will provide budget support to comply with all grant and project tracking requirements, including tracking grant matches.	Activity codes are set up and grant funds are accurately tracked.	June 30, 2014	No grants were started during the review period. Business Operations provided budget information to assist with several grant applications during the review period.
Administrative Services	Plan the efficient and timely expenditure of monies allocated from the operating budget, endowment distributions, special funds, and other sources so that the appropriate funding source is used and all conditions for use are met.	Deadlines for submitting requests to Division of Academic Affairs or other funding sources are met; deadlines for spending are met; operating budget allocations are encumbered and/or expended by April 15, 2014; a minimal number of items have to be recoded.	April 15, 2014 for operating budget; June 15, 2014 for recoding; all external deadlines are met.	All deadlines met; budgets expended; less than five items had to be recoded.
Administrative Services	Finish the new employee orientation guide; obtain and incorporate feedback to improve the guide; keep the guide current.	Guide is made available to Academic Library Services; feedback is obtained; guide is revised and updated as needed.	Guide is available by August 30, 2013; feedback is obtained by November 1; updating is done as needed.	New employee orientation guide was made available on the Library intranet in January 2014. Feedback was sought from all employees hired after that date. The Guide was reviewed in June 2014 for currency.
Administrative Services	Adjust student hiring to match the sources of funding that are available.	Undergraduate and graduate student expenditures are within 7% of allocated amounts; number of work-study students hired.	December 31, 2013 and June 15, 2014.	Unfortunately, this objective was not met. For the year, undergraduate expenditures were underspent by 13% (\$25K) of allocations (\$198K). Graduate expenditures were underspent by 22% (\$60K) of allocations (\$274K).
Administrative Services	Contribute to the selection of a new, improved human resources management system by documenting problems with PeopleAdmin and listing desired features of a new system.	List of problems and of desired new features are developed and submitted.	December 15, 2013.	The Library Personnel Administrator attended an open session focusing on problems with PeopleAdmin and desired features of a new system during the summer of 2013. She provided a list of problems identified by ALS. Unfortunately, due to staff vacancies and other priorities, ECU did not take any further action toward replacing PeopleAdmin during the review period. The ALS Dean spoke with the CIO in May to discuss the need for improvements to or replacement of PeopleAdmin.

ALS 2013-2014 Goals and Objectives

Applications & Discovery Services	Accommodate development needs of library to improve internal ALS operations. Finalize work on the following applications to support this goal: Joyner Library Intranet, CORAL ERM, JIRA install for IT Operations, administrative dashboard to edit library hours and staff directory, API development for dynamically generated hours.	Documentation of completion of projects by end of FY13/14.	End of fiscal 2013-2014	In addition to providing comprehensive website support for the the ECU Libraries during FY13/14, ADS worked with almost all departments in Joyner and Laupus Libraries to complete custom development projects, and to support existing tools and systems. This includes development of: CORAL, an open source e-Resource Management System; a ticketing system for IT Operations; a web application for the creation of ALS goals; an Intranet for Joyner Library; a web application and associated API to centralize the editing and dissemination of library hours; and a web application and associated API to centralize the editing and dissemination of staff directory information. ADS also performed software migrations for three servers to accommodate updated hardware, a database inventory and review followed by the removal of ~40 legacy databases, and an inventory of CommonSpot pages involved review of more than 2,000 web pages and clean-up of over 600 pages followed. In addition, ADS provided comprehensive support for JIRA (implemented April 2013) as both a project management tool and a work ticketing system used to provide web support to the ECU Libraries. In addition to all of the custom application development, during FY13/14, 659 issues were resolved for Joyner and Laupus Libraries' websites and intranets, which includes both small-scale edits and larger project requests.
Building Ops	Complete building key inventory and coordinate key inventory, maintenance and issuance procedures with Security and ECU Lock Shop.	Inventory is completed and Building Operations works with Security to foster a shared and continued effort to update/upgrade and maintain the three functions mentioned in objective. Building Operations and Security work together to bring the key procedures for the building into compliance with ECU Lock shop Audit Protocol. Meeting with Lock Shop representative is held and shared understanding of "key" issues developed and established.	Complete and transfer key inventory and coordination with Security by December 2013. Meet with Lock Shop representatives to develop and establish shared understanding of "key" issues by December 2013.	The key inventory and coordination for rooms was tabled due to the rekeying projected funded by ECU Facilities. As part of this project, Building Operations and Security representatives met with representatives from the ECU Lock Shop to decide procedures for moving forward. A rekeying plan was developed after extensive meetings with ALS stakeholders. As part of the project, inventory and issuance of keys will be transferred to the Lock Shop. The project is scheduled to be completed by August 31, 2014. The inventory and issuance of keys to graduate and faculty carrels was transferred to the Circulation and Interlibrary Loan Department.
Building Ops	Investigate reconfiguration of parking at the loading dock and implement appropriate changes.	Reconfiguration is investigated with Parking and Transportation, ECU Facilities and/or other relevant offices. Appropriate changes are implemented.	Investigation is completed by December 2013. Implementation by June 2013.	Unfortunately, this objective was not met due to competing priorities and will be carried forward to next year.
Collection Development	Partner with Acquisitions to develop a revised allocation method.	1) Report to library administration; open meeting for library selectors to discuss new allocation method is held.	1) July 30, 2013; 2) September 30, 2013	Meetings occurred and reports were submitted as planned, and the new allocation formula has been adopted on an ongoing basis.



ALS 2013-2014 Goals and Objectives

Electronic & Continuing Resources Acquisitions	With collection development colleagues from Joyner and Laupus Libraries, take actions to prevent the Virtual Library FY2014 fund allocation from being over-expended (something that is indicated in current projections); actions may include subscription cancellations, changes in handling of prepayments, shifts in resources paid from the fund, etc.	The Virtual Library fund is not over-expended in FY2014.	June 30, 2014	The Virtual Library fund was completely expended, but not over-expended, for the 2013/2014 FY.
Electronic & Continuing Resources Acquisitions	With acquisitions and collection development colleagues, review, clarify, and, if necessary, revise responsibilities for the management/processing of e-resources acquired from the JREFSTO fund.	Responsibilities are clearly delineated and understood by all relevant individuals.	August 31, 2013.	Responsibilities and procedures were clarified and documented in the ECRA department wiki in August 2013.
Electronic & Continuing Resources Acquisitions	Develop a central repository for vendor contact information and establish procedures and responsibilities for maintaining this repository.	Repository developed and procedures and responsibilities established.	April 30, 2014.	This objective has been partially met. The department is using CORAL as a central repository for vendor contact information and has begun to populate it as contact information has been received from vendors. However, we still need to document procedures and responsibilities for maintaining the repository. This documentation will be developed in order to fulfill a 2014-2015 objective to document departmental use of CORAL.
Electronic & Continuing Resources Acquisitions	In response to the administrative reorganization of Joyner Library's technical services departments, evolve department responsibilities and workflows to ensure that the department continues to be effectively managed.	Department continues to carry out workflows effectively and in a timely manner.	June 30, 2014	The ECRA department has largely continued to carry out workflows effectively and in a timely manner. However, due to a number of factors (including the growing volume of work required to effectively manage e-resource collections, the fact that Virginia Bacon is now serving as department head and her former position of Electronic Resources Access & Discovery Librarian has not been filled, and the fact that Patrick Carr has needed to serve as head of collection development in addition to serving as Assistant Director for Acquisitions & Collection Management), some responsibilities in the area of discovery and access management are not being carried out as effectively.
Exhibit Committee	Restructure the Exhibit Committee for effectiveness and efficiency.	Feedback from committee on success of changes.	Begin discussions by August 1, 2013 / implement by Sept 1, 2013 / Evaluate by May 1, 2014	The committee was restructured to include a logistics subcommittee that handled the details of show installation and other administrative tasks. Feedback from the committee regarding this change was positive with the comment that it will take several years under the new organization to see its full effectiveness.
Exhibit Committee	Provide support for the dedication/ribbon-cutting ceremony for the Janice Faulkner Gallery	Feedback from the Joyner Library and donor community.	February/March 2014	Feedback was positive both within the ECU community and the donor community. There was strong media coverage from ECU itself and local outlets. The use of Joyner's digital collections were noted and a titling error on one of the digital collections images was pointed out and corrected.

ALS 2013-2014 Goals and Objectives

General Collections Cataloging	Review and revise procedures and other departmental internal documents currently housed in LibGuides.	Procedure documents updated.	September 30, 2013	Need to revisit this objective since LibGuide is not going to be used now.
General Collections Cataloging	Determine appropriate benchmarks and develop a more cohesive means of collecting and collating meaningful statistics that support them to reduce staff time spent on this task.	Establish viability of Symphony to generate meaningful cataloging statistics and implement accordingly.	December 31, 2013	Determined Symphony did not have the capability at this time. Implementation could not take place.
ILS Services	Continue to support the single e-Library interface for ECU Libraries	Identification of five features and implementation of those that mesh into the overall vision and plan for a joint OPAC interface for ECU Libraries; document the efforts as they occur.	Ongoing	8/2013 - modified indexes to include/exclude relationship designators when appropriate; 9/2013 - added edition and publication date information to hit list display; 3/2014 - created initial configuration in test database for campus delivery service
ILS Services	Continue to document procedures, workflows, and customizations	Creation of documentation as new procedures and workflows are required and as new customizations are implemented.	June 30, 2014	Documentation was created throughout the year to revise procedures for loading user records, to provide information for the VuFind/Blacklight project, and to support Circulation's project to bring student billing into compliance with university rules.
ILS Services	Organize staffing so specialties and efficiencies can be developed.	Exploration of ways to utilize, develop, and enhance staffing skills; implementation of options that encourage staff to develop specialties as well as create efficiencies; documentation of the efforts as they occur.	June 30, 2014	Identified several classes for staff member to take to provide additional training in the area of circulation and the related configuration parameters; Included staff on conversations/meetings/decisions regarding circulation-related issues so that she could observe the thought processes associated with the issues; as of April, 2014, staff member is responsible for all day-to-day troubleshooting of circulation functions and related activities, such as self-check and receipt printers.
IT Operations	Evaluate and consolidate Joyner Library's servers	1) Reduce and combine web servers from 6 to 4; 2) make use of ITCS's virtual server platform by converting physical systems when possible; 3) eliminate purchases of simple file servers, and replace with purchased storage space from ITC	1) Fall 2013; 2) ongoing; 3) ongoing	1) The web servers have been reduced to 2. 2) We converted 2 servers, EZProxy, and JINUX (now called METROID) over to VM without any issues. 3) This was not necessary this year, but one server will be converted in 14/15.
IT Operations	Assess use of tablets by faculty and staff.	1) Survey faculty and staff on productive use of tablets; 2) if justified, develop plan for tablet deployment and rotation; 3) where applicable, purchase replacement tablets for faculty with iPads version 1 and 2	1) July 30, 2013; 2) August 30, 2013; 3) December 20, 2013	1) Albeit late, the survey was completed. Results indicated that it was justifiable to purchase replacement iPads and begin a replacement cycle of every 2 years. 2) We developed a 2 year replacement cycle. 3) All iPad 1 and 2 models were replaced, and a few additional requests were filled.
Marketing Department	Expend marketing budget funds earlier in the fiscal year.	Budget figures.	Ongoing	Goal was achieved 90% by March and remaining by early May 2014.
Monographs Acquisitions and Preservation/Conservation	With acquisitions and collection development colleagues, review, clarify, and, if necessary, revise responsibilities for the management/processing of e-resources acquired from the JREFSTO fund.	Responsibilities are clearly delineated and understood by all relevant individuals.	August 31, 2013	Responsibilities and procedures were clarified and documented in the ECRA department wiki in August 2013.

ALS 2013-2014 Goals and Objectives

Monographs Acquisitions and Preservation/Conservation	Partner with Collection Development to develop a revised allocation method.	1) Report to library administration; 2) conduct an open meeting for library selectors to discuss new allocation method.	1) July 30,2013; 2) September 30,2013	Meetings occurred and reports were submitted as planned, and the new allocation formula has been adopted on an ongoing basis.
Research and Instructional Services	Appoint permanent Assistant Head of Research and Instructional Services and train individual in new role.	Assistant Head of Service appointed. Training schedule and activities developed and implemented by Head of Service.	Appointment made July 2013. Training meetings will occur at least on a monthly basis, until training is completed in spring 2014.	All known assistant department heads have been trained.
Research and Instructional Services	Hire and provide initial training to Online Learning Librarian	Position filled. Training scheduled devised and implemented	Dec. 2013	Completed -- Tamara Rhodes began work in August 2013.
Research and Instructional Services	Complete assessment of RIS desk transactions. Based on assessment results, plan and implement new service model for desk.	Qualtrics and Libraryh3lp desk transaction data.	Assessment of data: July 15, 2013. New service model planned and implemented: August 15, 2013; revisions implemented: January 15, 2014	Completed by Angela Whitehurst in 2013, re-done again by Katy Webb for 2014 in order to more fully satisfy this goal. Plan is to do this in the future every year.
Scholarly Communication	Reference Manager Task Force will investigate a variety of citation management systems and recommended levels of support for selected system(s).	Recommended list of products and services reported to Joyner and Laupus administrations, with copies to this Committee and the ERRC; creation of online guide for users to select the best reference manager, with links to library service points.	June 30, 2014	LibGuide available at <a href="http://libguides.ecu.edu/CitationMgt">http://libguides.ecu.edu/CitationMgt</a>
Special Collections Cataloging	Create departmental wiki and populate it with procedures and other internal documents.	Wiki created and procedure documents migrated.	By June 30, 2014.	Wiki created. Development is ongoing.
Special Collections Cataloging	Recruit, hire, and train an SPA staff member to fill a vacancy in the Cataloging Technician position responsible for TRC cataloging.	Staff member hired and trained.	Hired by July 31, 2013; trained by June 30, 2014.	Complete. Cynthia Sharp was hired for the permanent position on July 8, 2013, and was mostly trained before previous staff member left.
University Archives and Records Management	Complete transfer of accession records to new records management database and implement improved workflow procedures in Record Center.	All boxes in the records center will be recorded in the new database at the box level and all new boxes will be accessioned within one week.	July 2014 ( Box Labeling system will be in place by Fall , 2013)	All boxes in Records Center are inventoried in Zasio. The new box labels have been prepared and re-tagging of Records Center material is complete. Off-site inventory is nearly complete, some delay caused by poor legacy records of material at ABC.

**8. Enhance the culture of leadership and participation within Academic Library Services.**

Department	Objective	Measure	Timeline	Outcomes/Results
Access Services	Increase the ability of ILL staff to preform duties quickly and accurately.	1) The newly hired borrowing manager and newly hired document delivery manager are trained on their respective and shared tasks and the lending tasks; 2) the instruction Wiki is migrated to a new platform and entries and other training materials are updated.	1) August 30, 2013; 2) ongoing	1) Cross training of the two new Interlibrary Loan employees occurred during the summer; the third ILL employee retired and the vacant position was held for review. 2) The instruction wiki was replaced by detailed written instructions with screen shots for request handling in September.
Access Services	Promote continuing education, career development, and leadership.	1) Staff attend at least two training sessions during the year; 2) flex schedules are considered to permit enrollment in relevant courses; 3) participation of staff on taskforces and committee service.	Ongoing	1) All Circulation and ILL employees attended at least two training sessions; 2) of three employees enrolled in degree programs, the one employee who requested flex time was granted it; 3) Five of 11 employees serve on committees or taskforces; of the 11, three work the majority of their hours nights or weekends and five are new hires this year.
Administrative Services	Determine staff and faculty needs for development and training that can be provided locally; hold three training/development sessions.	List of needs is developed; number of training sessions held.	June 15, 2014	This objective was not met, due in large part to a staff vacancy which necessitated temporary reassignments of job responsibilities to remaining staff and then the need to focus on training a new staff member. This goal has been revised and carried over to 2014-15.
Administrative Services	Members of the department serve on ALS committees and task forces.	Number of people who serve on committees/task forces; number of committees/task forces on which they serve.	Ongoing	All eight members of the department served on ALS committees/task forces.Total number was approximately 25.
Administrative Services	Engage in self-directed learning through participation in the Self-Directed Achievement program.	Each member of the department participates in SDA activities during 30 weeks of the year.	June 30, 2014	All eight members of the department participated in SDA activities. Several people reached the goal of 30 activities, while others did not. All agreed that the program was beneficial and wanted to continue it in the next review period, with a reduction in the number of activities.
Application & Discovery Services	Implement LibAnswers as an FAQ knowledgebase replacement. Work with Instructional Design librarian to implement, populate, and support the product. Utilize the LibAnswers API in tandem with the consolidated search results display.	LibAnswers is implemented. Use of LibAnswers API feed into the consolidated search results display is tested and evaluated.	End of fiscal 2013-2014	LibAnswers was implemented in partnership with the Joyner RIS Instructional Design Librarian. 'How Do I' content was migrated into LibAnswers and removed from the web. LibChat was implemented, replacing Library H3lp as the Libraries' chat platform. Links to all chat were updated across our web presence. Since the 'bento' project is in a holding pattern, no progress has been made on integration of LibAnswers into the UI. No evaluation or optimization of LibAnswers and other help/tutorial material happened in FY13/14. Competing responsibilities did not allot enough time for concentrated discovery support.
Application & Discovery Services	Implement BrowZine as a tool to promote discovery of e-journal content. Work with the ERAD librarian to configure, promote, and support the product.	BrowZine is implemented. Promotion/instruction efforts are documented. Use of BrowZine is reported.	End of fiscal 2013-2014	BrowZine was acquired for FY13/14. During the FY the Discovery and ERAD Librarians gave presentations to the Libraries on basic functionality of the tool and solicited ideas for promotion. Web banners were added to the Libraries' homepages, a LibAnswer was created for the tool, flyers were handed out at New Faculty Orientation, and Collection Development was contacted about marketing the tool in all faculty encounters. Communication with Marketing staff occurred throughout the FY to make periodic marketing pushes for the tool. BrowZine was implemented but steady promotion and assessment has been a challenge. Competing responsibilities did not allot enough time for concentrated discovery support.

ALS 2013-2014 Goals and Objectives

General Collections Cataloging	Each member of the department will participate in at least one of the following, and report it in his/her monthly report: duty-related webinars, classes, or conferences, library committees, library or campus events, public service.	Participation happens and is reported.	Ongoing	All staff attended training as needed.
Monographs Acquisitions and Preservation/Conservation	Interested staff members participate in Self-Directed Learning Program, once implemented.	Staff participation recorded on interim and annual evaluations.	November, 2013 and March 31, 2014	Although Self-Directed learning was not implemented widely throughout the library, all members of mono acq and pres/con participated in various professional development opportunities. Some members only took advantage of 3 or 4 opportunities, but some members took advantage of as many as 20. Each member's participation was listed on their interim and annual evaluations.
Research and Instructional Services	Each departmental employee will attend or participate in at least 3 professional development activities on topics of their choice	Completion of 3 activities per person.	by June 2014.	According to monthly and annual reports from RIS staff this was largely completed. Activities included webinars attended, free desktop webinars, NCLA conference and section workshop attendance, ALA attendance.
Special Collections Cataloging	Each member of the department will participate in at least one of the following, and report it in his/her monthly report: duty-related webinars, classes, conferences, library committees, library or campus events, public service.	Participation happens and is reported.	Ongoing, monthly.	Complete. Department members have attended a variety of meetings, webinars, and professional development events. Details are listed in the department's annual report.

9. Engage in campus and external collaborations to expand access to collections, improve services, share expertise, and advance the profession.

Department	Objective	Measure	Timeline	Outcomes/Results
Administrative Services	Participate in a joint strategic planning process with counterparts at Laupus Library and identify administrative efficiencies and improved services.	Joint strategic plan is developed; efficiencies are documented.	June 30, 2014	This objective was not met. The Academic Council, in consultation with library leadership, decided during the year that Joyner and Laupus would not develop a joint strategic plan. However, the interim dean of ALS and the second interim director of Laupus met to discuss the need for the administrative offices of both libraries to meet to identify efficiencies. A revised objective is included in the 2014-15 plan.
Application & Discovery Services (also supports Goal 8)	Continue to enhance and improve ECU Libraries brand; work with Laupus Library to improve overall discovery experience. Retheme the following pages and applications to support this goal: Interlibrary Loan, LibGuides, LibAnswers, Serials Solutions generated pages, Room Reservation System, VuFind and Bento search results.	Documentation of completion of projects by end of FY13/14.	End of fiscal 2013-2014	Multiple projects were undertaken during FY13/14 to enhance and improve ECU Libraries. Styling of all SpringShare products (LibGuides/LibAnswers), Serials Solutions products and ILLiad came under ECU Libraries. An ECU Libraries Equipment presence was established and a universal e-Liability acceptance form created. Floor Maps were created for Laupus and Music libraries. A Room Reservation Systems was developed for both Joyner and Laupus Libraries; Joyner's includes a Van and Parking Pass Reservation system. An hours API and staff admin console was created. Additionally, a Scholarly Communications and Copyright website were created. The new website templates for Joyner and Laupus Library will hearken to the ECU Libraries presence and all three websites will share a similar information architecture to improve navigation and enhance the user experience.
Collection Development	Expand participation in the ASERL Journal Retention Project.	List of additional titles added to the Journal Retention Project.	June 30, 2014	Partially met. Although no new titles were added, the department did provide ASERL with updated information for Joyner Library's journals already included in the ASERL-J Retain project, adding LC class numbers and filling in several other previously blank fields.
Collection Development	Consider expanding participation in the ASERL Collaborative Federal Documents Program.	Report on advisability of adding a second Center of Excellence within Joyner Library.	March 31, 2014	To consider expansion of participation, a report was submitted discussing the possible pursuit of an additional Center of Excellence. It was ultimately decided not to pursue such an addition.

ALS 2013-2014 Goals and Objectives

Exhibit Committee	Work in conjunction with ECU faculty and other departments to display exhibitions outside of the main gallery space that are appropriate for the library	Needs of faculty and departments involved with the cooperative exhibitions are met.	Ongoing	Worked with ECU's study abroad office to display the 2013 Study Abroad Photo Contest, consisting of 57 photos taken around the world by ECU students while studying abroad. The exhibit was on display on the 1st floor along the high-traffic hallway leading to Research and Instructional Services from November 18, 2013-May 5, 2014. Two table top display cases on the 1st floor were utilized for several exhibits put together by The Country Doctor Museum, Laupus Library, Special Collections, and the Music Library. The Exhibit Committee worked with ECU's Gray Gallery to establish a rotating display of ECU's African Art Collection in a permanent display case on the 1st floor. The first exhibit was displayed beginning August 7, 2013 and is rotated 3 times a year, following the semester schedule. The Exhibit Committee also partnered with Joyner Library's Social Media Committee to display an Instagram Photo exhibit along the 1st floor hallway to Research and Instructional Services for the 2014 summer semesters.
General Collections Cataloging	Collaborate with Laupus and ECSU technical services personnel on RDA training and implementation.	Training sessions held for copy cataloging and original cataloging personnel.	June 30, 2014	Completed. Training sessions for staff were held on August 29, 2013 in Joyner Library, and March 13, 2014 at ECSU.
General Collections Cataloging	Seek avenues of increased cooperation in technical services with Laupus Library.	Changes will be made when opportunities for improvement arise.	June 30, 2014	Conferred with Marlana Barber from Laupus Library about cataloging issues, particularly with electronic resources.
General Collections Cataloging	Assist in the orientation of new tech services faculty in Music Library and Laupus Library.	Tours given and introductory meetings held.	By August 30, 2013	Completed. Tours were given and introductory meetings held.
ILS Services	Support the joint library system implementation for Academic Library Services, Laupus Health Sciences Library, and ECSU's G. R. Little Library by implementing features, resolving problems and providing training.	1) Documentation of 2-3 visits to Laupus Health Sciences Library and G. R. Little Library during 2013-2014, identification of areas that need assistance, and training provided; 2) documentation of coordination efforts among the libraries where overlaps exist and negotiation of agreements where necessary.	June 30, 2014	1) Visited with Marlana Barber to discuss cataloging and report practices in Symphony; Met with Vickie Daughtry to discuss circulation parameters; Travelled to ECSU in February 2014 to provide training on statistics reporting and demand management configuration and In March 2014 to help provide RDA training; 2) Decisions regarding our local RDA implementation in Symphony; Compliance efforts and new billing workflow required working with Joyner, Music, and Laupus to outline new procedures

ALS 2013-2014 Goals and Objectives

Marketing Department	Assist ALS Development Committee, the Friends of Joyner Library, and the Advancement Council with development and marketing needs.	Documentation of marketing for these groups; feedback from clients.	Ongoing	The Development Committee is no longer in existence. Marketing Dept supported the FOJL with annual marketing efforts in map sales, event marketing, and Homecoming participation. Marketing Dept supported the Adv Coun with JHF Gallery fundraising brochures, publicity, and event marketing/logistic support. This goal will continue on an as needed basis.
Monographs Acquisitions and Preservation/Conservation	In response to PPC report, Program Review, and other strategic planning initiatives, seek avenues of increased cooperation in technical services with Laupus Library.	Documentation of changes made.	As needed, by June 30, 2014	Although formal strategic planning with Laupus Library did not occur for which our department needed to respond, departmental members Tracie Hampton and Gloria Bradshaw provided hands-on pres/con training to visiting HSL fellow Sylvia Ciubrei. In addition, agreement about the deletion of eDDA records for which Laupus Library purchases with their budget was made between Mono Acquisitions, Marlena Barber at Laupus and members of Joyner cataloging.
Music Library	Plan and carry out a concert event to honor the Thomas Moore gift and evaluate the event for similar future collaborations with the School of Music.	Concert planned and carried out; evaluation based on a predetermined measure (e.g., number and types of attendees, anecdotal comments from attendees, etc.) completed.	Evaluation measurement determined 4 weeks prior to the concert; concert and evaluation completed by June 30, 2014.	Completed. While the event came off very well, getting it done was challenging in coordination with the Four Seasons Chamber Music Festival. Our evaluation concluded that while we would desire to do similar events for similar reasons in the future, we would avoid doing them with Four Seasons.
Research and Instructional Services	Collaborate with Laupus Library to create 3-5 Guide on the Side tutorials	Number of tutorials created.	October 31, 2013	Laupus did not create any, but RIS created 16 Guide on the Sides, surpassing this goal. The Online Learning Librarian also made one for ILL.
Special Collections Cataloging	Collaborate with Laupus and ECSU technical services personnel on RDA training and implementation.	All necessary training sessions held for cataloging personnel in Joyner.	By June 30, 2014.	Complete. Joyner/Laupus copy cataloging training was held at Joyner on August 29, 2013. Supervisors conducted specialized training with individuals performing original cataloging or special formats over the course of the fall. Day 1 for RDA originals at ECU was January 1, 2014. ECU cataloging supervisors traveled to ECSU on March 13 to conduct a training session for catalogers there.
Special Collections Cataloging	Contribute NACO RDA records to national authority file.	40 NACO records contributed.	By June 30, 2014.	As of the end of May, 19 records had been contributed. Another 21 authorities were submitted for review by the Library of Congress on June 18. Once those are able to pass through review they will be contributed.
Special Collections Cataloging	Seek avenues of increased cooperation in technical services with Laupus Library.	Changes made and documented when opportunities for improvement arise.	As needed, by June 30, 2014.	We have collaborated with staff at Laupus Library on developing and holding RDA training sessions at Joyner and ECSU, training on MESH headings assignment for ETD catalogers held in June, and developing indexing for Blacklight (earlier VuFind).



Special Collections Cataloging	Assist in orientation of new technical services faculty in Music Library and Laupus Library.	Tours given and introductory meetings held.	By August 30, 2013.	Complete. Chris Holden started July 1, 2013 and met with everyone in July and August, and Marlena Barber also started around July 1 (?) and met with everyone in July and August.
Scholarly Communications	Develop partnerships with Division of Research and Graduate Studies, Emerging Academic Initiatives, Knowledge Management Group, and others as appropriate.	Partnership informs SC work related to author identifiers, Public Access Policy Compliance, representation of faculty research in REACH NC and other venues, Open Access publishing (especially via Open Journal Systems), formation of data repository recommendations and research data policies.	by June 2014.	Partnerships developing, with Public Access Policy compliance, REACH NC outreach and Resource Finder population, participation in RGS Year-End College Reviews, and participation in talks on replacing Pivot with SPIN.