

**East Carolina University
Program Review for
Administrative and Support Units**

Joyner Library

April 1, 2013

Glossary	
ALS	Academic Library Services
Academic Council	Includes the Provost and Vice Chancellor for Academic and Student Affairs, the Vice Chancellor for Research and Graduate Studies and the Vice Chancellor for Health Sciences
ASERL	Association of Southeastern Research Libraries
ASRS	Automated Storage and Retrieval System
Banner	Central administrative and data management system for the university
Blackboard	The official university online course management system
CLC	Collaborative Learning Center
COAD 1000	Also known as freshman seminar, is a course designed to help freshmen be successful in their first year of college
CommonSpot	The university's content management system used for departmental websites
CMS	Content Management System
CSS	Clinical Support Services
DDA	Demand Driven Acquisitions
Dean's Executive Committee	Membership includes Associate Dean, Assistant Directors and President of Library Assembly
EAD	Encoded Archival Description
ECU Ambassadors	Official student representatives of the university
ECU Master Plan	Provides long range planning for architecture, land use, space use,

	landscape, transportation, parking, and utilities for the university
EPA	Exempt from the State Personnel Act - employees exempt from the rules and regulations of North Carolina State Personnel Act
EPA Fixed-Term	Library faculty with an American Library Association accredited master's degree who serve under renewable contracts and are not tenured or on the tenure track
EPA Non-Faculty	Library employees working in positions that are without faculty status, exempt from the State Personnel Act, and do not require an American Library Association accredited master's degree
FaculTeas	Provides an opportunity for faculty to discuss their research with a varied audience but in an informal setting
FTE	Full Time Equivalent
GPO	Government Printing Office
HBCU	Historically Black College or University
HSL	William E. Laupus Health Sciences Library
ILLiad	Single interface software to automate routine interlibrary loan functions
ILS	Integrated Library System
ITCS	Information Technology and Computing Services
Joyner Library Advancement Council	Provides an opportunity for alumni and friends to actively assist Joyner Library with advocacy, consultation, and support to further the library's goals
Kudos Award	An internal library award to recognize the contributions of Joyner Library employees
LibGuides	Content management system used to create and share course and research guides, and to aid in library instruction
LibQUAL	Survey instrument used by libraries worldwide to solicit, track, understand, and act upon users' opinions of service quality

Library Assembly	Membership includes faculty, EPA non-faculty and SPA who serve as heads of an operational service
MLS	Master of Library Science
One Search	Joyner Library's unified discovery tool
OneStop	The official campus portal which allows ECU students, staff and faculty to access secure internal campus resources and services such as course registration, tuition payments, staff payroll information, parking services, and more
NCATE	National Council for Accreditation of Teacher Education
NCDPI	North Carolina Department of Public Instruction
PIVOT	Formerly Community of Science - a tool for scientists and their institutions to bring together research opportunities, funding, and people quickly and easily
POD	Purchase on Demand
PPC	Program Prioritization Committee - Campus group that led to a self-study to increase the efficient use of university resources by creating a roadmap for investment and reallocation over time and an understanding of our academic and service programs and the resources needed to support them
Project STEPP	Supporting Transition and Education through Planning and Partnerships offers comprehensive academic, social, and life-skills support to a select number of students with identified specific learning disabilities who have shown the potential to succeed at ECU
RefWorks	Online research management tool designed to help researchers generate citations and bibliographies
RIS	Research and Instructional Services
SACS	Southern Association of Colleges and Schools
ScholarShip	Joyner Library's institutional repository
SEO	Student employment office
SPA	Subject to Personnel Act - support staff employees subject to the

	rules and regulations of North Carolina Personnel Act
STF	Student Technology Fee - Provides monies for new and replacement software and hardware on campus to support student learning
Support Staff Assembly	Membership includes all Joyner SPA employees
Symphony	Joyner Library's online public access catalog. A SirsiDynix product.
TRC	Teaching Resources Center
Treasured Pirate Award	An award designed to recognize the special or unique contributions of ECU employees to their college/unit or to the University
Virtual Library	Name for the collection of electronic resources, journals, databases and books purchased by both Joyner and Laupus libraries to support the teaching and research of all ECU constituents

**East Carolina University
Program Review Guidelines for
Administrative and Support Units**

The following questions should be used as a guide in the formulation of the self-study. However, not all questions will be appropriate to all units. Please organize the self-study report according to the broad areas represented below.

I. Mission and Functional Responsibilities

1. What is the mission of the unit (and its subunits, if applicable)? Is the mission consistent with the present mission and strategic plans of the division and the university? How is the mission communicated to unit staff and constituents?

Joyner Library's mission statement below is consistent with ECU's mission statement emphasizing: student preparation to compete and succeed in the global economy; creation of a strong sustainable future for eastern North Carolina through education, research and outreach; and provision of cultural enrichment and inspiration. It appears on the library website and administrative documents, including the *ALS Code of Operations*.

Joyner Library is the intellectual heart of East Carolina University (ECU). We serve ECU's campus and distance education communities, act as a resource for the people of eastern North Carolina, and support ECU's contributions to the research community worldwide. We connect people to information and empower their lifelong learning by developing robust collections, superior services, and people-friendly spaces.

2. What are the functional responsibilities of the unit, and to whom does the unit report?

The unit supports teaching, learning, and research across all university departments by selecting, purchasing, licensing and providing intellectual and physical access to information resources—both electronic and print—that students, faculty, and researchers could not otherwise afford or access. These resources include books, journals, electronic databases, federal and state documents, university records, digital collections, teaching aids, musical scores, audio recordings, visual recordings, and

archival primary source materials including oral histories, photographs, manuscripts and rare books. The unit reports to the Provost and Senior Vice Chancellor for Academic Affairs. More information about the functional responsibilities of the unit, including departmental and committee organization, can be found in the *ALS Code of Operations*.

3. How does the unit compare with similar units at peer institutions in terms of structure, responsibilities, size, and budget? Note: If additional institutions are used for comparison, what criteria were utilized to choose them.

Five institutions were selected for peer comparison from among the university's official list of peer institutions. These institutions most closely correspond to ECU's total enrollment and curriculum, especially with respect to strong health sciences programs. Two institutions were selected from the University of North Carolina system by the same rationale.

Joyner Library's organization is very similar to all of our peer institutions in terms of organizational structure and responsibilities. The library's major divisions of Special Collections, Public Services, Technical Services - along with their constituent departments - match closely with other libraries. Departments within the major divisions are those that have traditionally been found in academic libraries (e.g. Acquisitions, Cataloging, Collection Development, Interlibrary Loan, Manuscripts and Rare Books, Research and Instructional Services). Joyner Library has one branch library, the Music Library, which is located in the Fletcher School of Music.

One area where ECU does not match most peers is the administrative structure of Joyner Library and the William E. Laupus Health Sciences Library. At ECU, the libraries are administratively separate. Joyner Library's unit administrator is the Dean who reports to the Provost and Vice Chancellor for Academic Affairs. Laupus Library's unit administrator is the Associate Vice Chancellor for Communication and Information Resources & Director who reports to the Vice Chancellor for Health Sciences. A health sciences library is administratively part of the main university library system reporting to a dean or director at most institutions on the university's official list of peer institutions. This is true at both the University of Missouri - Kansas City and Virginia Commonwealth University, which are included below for the purposes of peer comparison. More than half of the medical libraries within the Association of Academic Health Science Libraries (AAHSL) administratively report to the academic library on their campuses.

Joyner Library has 36 EPA employees, including 34 faculty librarians, and 65 support staff (SPA). Librarians at Joyner Library have faculty status and, with the

exception of two fixed-term faculty positions, have either tenure or the ability to earn tenure.

	Faculty status and tenure	Faculty status without tenure	No faculty status
East Carolina University	x		
Ohio University			x
Old Dominion University		x	
University of Missouri - Kansas City		x	
University of North Carolina at Charlotte		x	
University of North Carolina at Greensboro	x		
Virginia Commonwealth University		x	
Western Michigan University	x		

Joyner Library total staffing ranks among the top of our peers, although is consistent with our large user population. The percentages of professional staff and support staff are very similar to the peer institutional average of 30-45% professional staff and 55-70% support staff. At Joyner Library 34% are professional staff and 66% are support staff.

The staffing data in the table below is taken in large part from the 2010-2011 ACRL*Metrics* academic library statistics database. Some normalization is incorporated when necessary for accurate staffing comparison. These numbers reflect only the main academic library staffing. Staffing totals for separate, stand-alone health sciences libraries have been subtracted from the totals for Virginia Commonwealth University and East Carolina University.

	Total library faculty and staff	University FTE enrollment
Virginia Commonwealth University (James Branch Cabell Library)	101	31,752
East Carolina University (Joyner Library)	101	24,198
University of North Carolina at Greensboro	101	16,754
Ohio University	96	21,356
University of Missouri - Kansas City	96	15,492
University of North Carolina at Charlotte	90	23,540
Western Michigan	83	24,598
Old Dominion University	68	24,466

The budget data in the table below is taken from the 2010-2011 *ACRLMetrics* academic library statistics database.

	2011-2012 Total Library Expenditures
Virginia Commonwealth University (includes Tompkins-McCaw Library for the Health Sciences)	\$16,756,979
East Carolina University (includes Laupus Library)	\$14,593,455
Western Michigan University	\$13,367,785
Ohio University	\$11,726,269
University of North Carolina at Charlotte	\$10,868,731
University of North Carolina at Greensboro	\$10,582,310
Old Dominion University	\$8,447,298
University of Missouri - Kansas City	\$8,027,497

II. Goals and Objectives

1. What are the unit's goals and objectives? Are they consistent with the defined mission and functional responsibilities of the unit? What is the unit's method of developing goals/objectives and communicating them to unit staff and constituents?

Academic Library Services FY2013 and FY2014
Goals covering the period July 1, 2012-June 30, 2014

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.
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.
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.
4. Responsibly manage, develop and preserve physical and digital collections that support the evolving curricular and research needs of the University.
5. Improve accessibility and increase awareness and use of library collections, services and programs.
6. Provide the University community and residents of eastern North Carolina and beyond with educational resources and cultural opportunities that foster engagement and learning.
7. Manage fiscal and human resources to allow Academic Library Services to grow and develop.

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

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

There are more than 200 departmental objectives from throughout the library which are tied to these unit goals. A complete list of the departmental objectives can be found in the appendix.

These goals and objectives are consistent with the library's defined mission and functional responsibilities, and enable us to carry out the mission successfully. Our goals and objectives emphasize our primary responsibility to support and enrich teaching and research for the university community, but also our role in providing resources and opportunities for the larger Eastern North Carolina community. They expand upon our three primary responsibilities: collections, services, and space.

Library goals are developed by the dean in consultation with the Executive Committee, with full opportunity for feedback from all library personnel. Heads of departments develop specific objectives and measures supporting those goals in consultation with their departments. Heads of departments report on outcomes on a regular basis and results are included in the unit annual report. Committees also develop measures and objectives and report on outcomes. Library goals are posted on the library website and are available to the public.

2. To what extent have the present goals and objectives been achieved? What are the unit's notable accomplishments? How is achievement measured? Does measurement include feedback from the providers and recipients of the service/product?

Current objectives cover the period July 1, 2012 - June 30, 2013, so there is still some time left in the reporting period; however, a number of critical objectives have either already been achieved or had significant progress toward them. Each objective provides a measure by which achievement can be tracked. In some cases, where appropriate, measurement includes feedback from the recipients of the service. Joyner Library administers LibQUAL and a faculty survey every two to three years and uses the results to improve collections, services, and spaces. Both surveys were administered in

2011. Copies of the survey results are included in the appendix. Some notable accomplishments for the current academic year include the list below. Many of these are highlighted in Joyner Library's eNewsletter. Copies of the current objectives, survey results and Joyner Library's eNewsletters from 2012 - 2013 are included in the appendix.

- 1 The library launched a Demand Driven Acquisitions (DDA) program for both e-books (2011) and print (2013) in order to be more responsive to user resource needs. Since Fall 2011 there have been 267 e-book titles purchased; since Spring 2013, there have been 28 purchases of print titles.
- 2 Several special collections have seen significant expansion. Through grant funding and matching funds from the library, The Roberts Collection of North Carolina Fiction has added more than 600 items. Recently endowment funding was used to purchase from the Roberts family a large collection of rare North Carolina nonfiction. The Stuart Wright Collection now consists of three major purchases, and efforts are underway to catalog and organize the large amount of material. As of Spring 2013, 1500 books had been cataloged, and finding aids have been created for the manuscript materials. The Music Library has also received several large gifts, including materials from local music lover, Conrad Sharpe, and materials from acclaimed violinist and professor emeritus of music at the University of Miami, Thomas Moore.
- 3 Progress is being made toward a more unified discovery experience for ECU library users. We have successfully developed and implemented a single online catalog for all of the ECU Libraries. This includes a single purchase request mechanism, a consolidated interface to the ECU Libraries Interlibrary Loan services, a proposed consolidated database list, implementation of recall requests at both libraries, including a courier service to transport materials among the three libraries (including Music), a consolidated course reserves page, Ask a Librarian research assistance service, and a single, customized combined instance of WorldCat Local.
- 4 The ECU Libraries tab on the university's Blackboard site was redesigned to mirror the One Search and other options from the libraries' main web pages. One Search is the search engine that returns results in one single interface for e-

journals, databases, online catalog, and more. The Instructional Design Librarian at Joyner is currently working with teaching faculty embed LibGuide links and video modules into Blackboard course sites. During Fall 2012, the library collaborated with more than 35 teaching faculty members to integrate library resources and services into course-specific Blackboard pages. Two modules, one for faculty and one for students, have been created for the campus Blackboard landing page. These contain links for popular library resources and services, and include a One Search box.

- 5 The final plans have been designed for a \$400,000 renovation of the Circulation, Interlibrary Loan, and Security work areas during summer 2013. The coffee shop will be relocated to improve traffic flow within the library. It will be rebranded as Starbucks.
- 6 All serial volumes are now barcoded. The library recently completed a multi-year project to barcode more than 100,000 individual serial volumes in the general stacks and the North Carolina Collection, enabling users to clearly determine via the library catalog which volumes the library owns and whether they are available. The project employed two temporary FTE, who were trained and supervised by permanent staff and faculty members.
- 7 In response to increased use of collaborative exercises in library instruction, ten new iPads were deployed for instructional use in the library classrooms. Twenty iPads have been allocated for checkout along with approximately 60 laptops and ten Macbooks. Additionally, we have acquired ten additional large screens for students to use in study rooms throughout the library.
- 8 The Teaching Resources Center hosted the 8th Annual Librarian to Librarian Networking Summit on February 2, 2013 with 33 sessions offered and more than 220 school and media librarians attending.
- 9 The large University Archives photo database was successfully migrated for inclusion in the Digital Collections repository. More than 85 EAD finding aids for University Archives material have been completed, allowing users to search for materials online.

- 10 A single Joyner/Laupus ILLiad login page for interlibrary loan requests was created to which shared search tools can direct users. Two ILLiad upgrades and the merger of the Joyner/Laupus ILLiad databases and site licenses were implemented during the Spring 2013 semester.
- 11 The library has made significant progress with scholarly communication initiatives, including discussions with the Division of Research and Graduate Studies on the provision of access to research data. We held several fora for faculty authors on scholarly topics including open access and evaluating journal publishers. A temporary one-year SPA position was created to work on specific projects related to the institutional repository and the Open Journal System software. The library is also a partner with colleagues from the Department of Geography to create a North Carolina Coastal Atlas. Additional support for the Atlas comes from the state's Division of Coastal Management, Cooperative Institute for Climate and Satellites (a NOAA affiliate), and East Carolina Regional Engagement Center.
- 12 There have been several collaborations with teaching faculty and students to showcase exhibits reflecting scholarly and artistic creation. These include collaborations with the faculty of the Department of Anthropology and Department of History, the University Historian, Chancellor's Leadership Academy, and graduate students and faculty from the College of Fine Arts and Communication and the College of Education.
- 13 Project STEPP (Supporting Transition and Education through Planning and Partnerships) offers comprehensive academic, social, and life-skills support to a select number of students with identified Specific Learning Disabilities who have shown the potential to succeed at ECU. After assessment of freshmen in the Project STEPP program, it was determined that students needed emphases on avoiding plagiarism, reading citations, and locating call numbers. This content was added to the freshman Project STEPP instruction sessions and was reinforced with sophomores. Sophomores will also have meetings with personal librarians to direct them to appropriate resources for course assignments.
- 14 Joyner Library has collaborated with the Joyner Library Advancement Council to raise nearly \$150,000 to fund the creation of the Janice Hardison Faulkner

Gallery. The proposed Janice Hardison Faulkner Gallery will be a multi-use community facility hosting as many as 150 participants. It will provide exhibition quality lighting, high definition sound and the latest in presentation technology. The library will match funding to complete the project, which is currently in the architectural design phase. It is hoped to be completed by December 2013.

3. Is the reward structure aligned with the unit's goals and objectives?

Financial compensation is at the discretion of the Provost and Vice Chancellor for Academic Affairs. Faculty are rewarded through the promotion and tenure processes, and staff may be rewarded through the upgrade of positions. All personnel may be rewarded through support for continuing education as well as the library Kudos award and university's Treasured Pirate award. EPA and SPA employees are evaluated, in part, based upon the degree to which they fulfilled their individual goals and work plans, which align with unit goals and objectives. Success in meeting goals results in higher evaluation scores, which will be used to determine merit raises, if and when such raises are made available by the state to the university.

III. Services Provided to Customers

1. What services/products does the unit provide? To what groups/individuals are these provided: students? staff? faculty? alumni? others? How does the unit make potential customers aware of available services/products?

Joyner Library provides services that support teaching and research by the ECU community, both in person and online, as well as research support for area educators, genealogists, local historians, and the greater scholarly community. These services include:

- information literacy instruction
- reserves
- reference service
- research consultations
- technology facilitation
- interlibrary loan and document delivery
- LibGuides and tutorials

- resource lending
- accreditation support
- digitization
- student research awards
- faculty author recognition
- scholarly communication facilitation
- preservation and conservation expertise
- copyright assistance

The library also selects, purchases, organizes, makes accessible, and maintains multiple collections of materials, making them accessible through the library's website, online catalog, Summon/One Search, the E-journal portal/citation linker, WorldCat, and archival finding aids. In order to accomplish this, Joyner Library faculty and staff provide technology support for ECU Libraries, including web application development, design, programming, and discovery services. The ILS team provides support for the integrated library system for Joyner and Laupus Libraries, and also for Elizabeth City State University, with whom we share a library catalog and have a longstanding relationship based on library technical support. These collections include:

- print and electronic scholarly books
- journals and e-journals
- university archives and records
- government documents
- various special and rare collections
- the ScholarShip institutional repository
- more than 500 subscription databases
- Digital Collections

Joyner Library provides facilities and equipment for the use of the ECU community and others, including:

- a secure building open 114.5 hours per week and a branch in the Fletcher Music Center open 79 hours per week
- space and planning for cultural programming and events
- more than 40 group study rooms and more than 50 individual study carrels
- art and historical exhibits

- 275 computer desktops and 60 laptops supporting various platforms, printers, software, specialized equipment for musicians and educators
- equipment lending of laptops, iPads, e-readers, camcorders, and stereo equipment
- Enhancing Teachers Classroom with die cuts, poster maker, laminator, art waxer and button maker

The library makes users aware of available services and products through an array of publicity and marketing efforts. Outreach efforts include participation in numerous campus events such as: first-year, graduate, international student, transfer student, and new faculty orientations; spring and fall Open House; and residential hall presentations. Our faculty and staff provide library training sessions for ECU Ambassadors, freshman composition instructors, and Office of Admissions staff. In addition to the library website, which provides links to all services offered online, marketing efforts include a monthly e-newsletter to faculty, an annual report for university and community stakeholders, and press releases.

2. How are services prioritized and scheduled, and by whom? Do any laws, regulations, or other requirements external to the university impact the provision of services/products? If so, please identify.

Priorities are tied to university's and library's mission statements, unit annual goals, departmental objectives and budget. Schedules correspond to the academic calendar as set by the university. As a state institution, the library is subject to the laws, regulations and requirements of North Carolina. Some of the services/products most affected include: use of computers and networks; fines and fees; access to contractual electronic resources; human resources management; records management; and budgeting. At the regional and national level the library adheres to Southern Association of Colleges and Schools' (SACS) library requirements, observes professional organization guidelines, copyright laws, interlibrary loan agreements, consortial agreements, intellectual property laws, and its responsibilities as a federal depository.

As a selective member of the Federal Depository Library Program, Joyner Library is obligated to follow Title 44, Chapter 19 of the U.S. Code, as well as the regulations described by the Government Printing Office (GPO) in the June 2011 document "Legal Requirements and Program Regulations of the Federal Depository Library Program." Joyner works with both GPO and our regional depository library for North Carolina

(UNC-Chapel Hill) to ensure it fulfills these obligations. In January 2011, Joyner Library signed a memorandum with ASERL to become a center of excellence in the latter's Collaborative Federal Depository Program. This document commits Joyner Library to obtain and preserve at least one paper copy of every document produced by the House Un-American Activities Committee and its successor, the House Committee on Internal Security. Joyner Library agrees to provide public service for these materials and to preserve them as a resource for the entire southeast region, including via interlibrary loan.

3. How does the unit make customers aware of priorities, policies, and procedures?

Users are made aware of priorities through the posting of annual reports, annual unit objectives and other assessment documents on the library's website. New policies and procedures are publicized through email, handouts, large screen displays, website posts and other standard publicity methods coordinated by the library's Marketing & Public Relations Manager.

4. How does the unit learn about customers' needs and obtain feedback regarding service delivery? How well are customers' needs defined and met?

The unit conducted LibQUAL evaluations in 2003, 2007, 2009 and 2011. Our results show consistent improvement in student satisfaction levels. The 2009 LibQUAL results show significant improvements as compared to the 2003 scores, and additional increases in average mean scores were seen in the 2011 results. Since 2003, the library has been able to increase the quality and number of databases, e-books, online journal subscriptions and online backfiles. Faculty requests for new book purchases and new print journal subscriptions have been fulfilled. These improvements to the library's collections are reflected in the improved satisfaction levels for library support for learning, research and teaching needs.

Faculty members were surveyed in Spring 2008 and Fall 2011. The 2011 faculty survey showed that faculty value the library and recognize its importance to the research and teaching missions of the University. Despite the significant budget cuts that occurred between 2008 and 2011, faculty indicated that the library is now making a greater contribution to their success and that they are more satisfied with library services and collections. However, some concerns were expressed that warrant

attention and action. Concerns expressed in the comments included the noise level in the library, loss of library space to other purposes, reductions in the size of general and reference collections, scarcity of quiet study and research space, and the need to focus on collections. The library has taken concrete steps to respond to these concerns, including increased security patrols to monitor noise levels and maintain a third floor quiet study area, and increased communication with campus faculty to inform collection decisions.

Recent acquisition initiatives such as Demand Driven Acquisitions (DDA) for both print and e-books and Purchase on Demand (POD) for interlibrary loan requests have proven valuable for discovering users' expressed information needs. Finally, there are the routine methods of faculty and student suggestions and recommendations regularly communicated through librarians' correspondence and collaborations with users.

5. Are there services/products that customers need which the unit cannot provide? What would the unit need to be able to provide these?

While we are fortunate to have been able to acquire many notable collections by gift and purchase during the past few years, these acquisitions have intensified the pressure for collections space. Due to the recent acquisitions, we are close to filling the compact storage space that just last year was projected to be sufficient until 2017. The University Archives has already run out of space to house records and the library is paying for remote storage. The North Carolina Collection and Manuscripts and Rare Books will run out of space in the next three years. General Collections are likely to run out of space in the next three to five years without significant weeding. An automated storage and retrieval system (ASRS) will address many of the library's needs including special collections storage, expanded space for users and staff, and improved efficiency and service delivery of library materials. Approximately 55% of the storage space would be devoted to university records, archives, manuscripts, and other special collections materials—20,000 linear feet. Stored materials from the general collections would be those that do not easily lend themselves to browsing or those with low use, such as back volumes of journals, directories, volumes of statistics, or earlier census materials. The ASRS could accommodate about 440,000 volumes, leaving a browsing collection of some 660,000 books remaining in the main library shelving areas. The ASRS would occupy 14,100 square feet, and could free up about half of the library's second and third floor space. An ASRS could help us offer more specialized learning spaces, such as a consolidated research desk and reading room for all special collections. It is included in

the ECU Master Plan as “an immediate campus need” but planning is not scheduled to start until 2023 with completion in 2025. Finding a way to hasten construction of the automated storage and retrieval system would help immensely.

The Music Library is also facing space pressures and particularly needs space for a group viewing/listening room, an instruction lab and collection growth. A renovation design study is currently being conducted. The cost of construction to meet these needs must be weighed against the proposed construction of a new Performing Arts Center, which could include space for the Music Library.

Joyner Library needs to do more to meet user expectations for seamless, intuitive searching of multiple types of content. At this point, our ILS (Integrated Library System), which supports acquisitions, cataloging, circulation, billing, collection development and other staff functions as well as the classic public online catalog, meets neither user expectations, nor staff needs. While we have done a great deal to improve the out-of-the-box system, for instance by adding images of book covers and format icons, user success at finding wanted items is still inhibited by the classic catalog’s weak relevance ranking and lack of auto-suggest features or fuzzy matching. Printed/emailed lists are poorly-formatted; in several contexts codes appear instead of user-friendly text; and it does not support an easily-customizable new books list, for which users have asked. Staff are hampered by the need for elaborate work-arounds in order to move items expediently through the acquisitions and cataloging processes, the division of functions into separate “wizards,” the lack of ability to integrate effectively with the e-resources management system or with Banner, the collection of central administrative systems and data at ECU, and the lack of ability to pull out needed collection development information using the provided report capabilities. The vendor continues to be unable to resolve numerous shortcomings in the system despite our requests. Like many academic libraries across the nation, the ECU Libraries have started investigating alternatives to the ILS, especially focusing on what is known as “next-generation,” cloud-based systems. Perennial concerns with traditional systems requiring extensive server space are the age of the servers and the space available on them. Moving to a cloud-based system would be a proactive measure to reduce server needs. Investigation of new ILS options is an arduous process of which we are only at the very beginning stage. In addition to funding for a new system when one is selected, we will need support for travel to examine possibilities, training, and possibly additional technology staff to support it.

In addition to issues with the ILS platform there are various issues with the library website that warrant review. The library’s homepage needs to be migrated out

of ECU's content management system (CMS) CommonSpot to reduce connectivity issues and downtime experienced when problems arise with custom scripts housed on separate servers from the CommonSpot CMS. In addition, Joyner Library seeks a more dynamic and agile web presence overall, which would improve the user experience and make information easier to use, maintain, and extend. To this end, we wish to work with Laupus Library to undertake a large-scale quality control effort to institute consistent, responsive design, improve logical organization of pages and placement of applications, and tidy up content across the libraries' collective web presence. This includes reduction of duplication, consolidation of pages and services where appropriate, and bolstering the ECU Libraries' web presence and overall brand. Finally, Joyner Library does not have sufficient staff to provide the needed leadership, outreach, and support for scholarly communication initiatives such as digital scholarship, copyright, changes in the publishing environment, and data management. At least one permanent position should be added to support these initiatives.

IV. Structure, Organization, and Climate

1. What is the unit's organizational structure? (Please provide an organizational chart.) Is this form of organization appropriate to meeting the unit's goals and objectives? Do all critical staff functions have a backup?

The unit administrator is the Dean of Academic Library Services. Currently the library operates under the leadership of an interim Dean. Academic Library Services is synonymous with Joyner Library, which is divided into three major divisions: Collections and Technical Services, Special Collections, and Public Services. Each division has an Assistant Director who reports to the Dean. Business Services and Information Technology Operations report to the Associate Dean, who is currently serving as the interim Dean. Joyner Library's organization form is appropriate to meeting the unit's goals and objectives.

When necessary, the library's leadership can, and has, modified the organizational structure to meet user needs. Sometimes, however, reorganization is driven by other factors. For example, since May 2012, Joyner Library has been constrained by a university-imposed requirement that we hire all new faculty exclusively on one-year fixed-term contracts. The library attempted to fill the position of Assistant Director of Library Technology during summer 2012, but the applicant pool was extremely poor. An extension of the search with targeted invitations to apply resulted in some additional applicants. However, several of those invited to apply specifically

mentioned the hiring constraint as prohibitive. In the end, the search failed and the division was reorganized.

Critical staff functions have a backup, both in terms of personnel and technology. The library has a business continuity plan which specifies leadership succession, essential functions, and key dependencies.

2. For any services/products provided by the unit in conjunction with other units within the university, please describe the relationship. How is the work coordinated between or among units? How can such relations be facilitated?

Joyner Library works with our colleagues at Laupus Library in a number of ways in order to more effectively serve the ECU community and has been doing this for more than a decade. Most recently Joyner and Laupus cooperated to write the 2011-2012 SACS compliance narratives dealing with library resources and services. Librarians at Joyner and Laupus created a shared set of collection guidelines governing the Neuroscience Program, and coordinate selection for a number of cross-campus programs such as Nutrition, Exercise & Sports Science, Medical Physics, and the PhD program in Child Development & Family Relations. Our Acquisitions and Collection Development personnel work to ensure that we avoid duplication of resources by not purchasing materials already owned by Laupus Library. The purchase of electronic resources has been streamlined through the ECU Virtual Library, a joint fund between Joyner and Laupus for obtaining access to digital databases for the entire campus. Interlibrary Loan services have now been partially merged and Joyner and Laupus share the online public access catalog. Finally, both libraries have agreed to jointly fund a development officer who will engage in outreach and fundraising for both libraries.

Information Technology Operations works symbiotically with ITCS and Academic Computing in the areas of student technology funding, campus information technology infrastructure such as networking, and by housing Joyner Library's production server systems. Library faculty and staff have regularly participated in the annual Information Technology and Computing Think-In! event. For the first time the event will be hosted at Joyner Library in 2013.

The Research and Instructional Services (RIS) Department works closely with selected faculty in the departments of the Harriot College of Arts and Sciences, Fine Arts & Communication, Health & Human Performance, Human Ecology, Technology & Computer Science, and Business to provide more than 400 instructional classes annually. The Teaching Resources Center maintains a close relationship with the College

of Education providing research assistance and teaching more than 200 instructional classes annually for students and faculty.

The Manuscripts and Rare Books Department, the University Archives, and the Verona Joyner Langford North Carolina Collection have collaborated closely for more than a decade to provide instruction for ENGL 1200 (composition) students, who select an “artifact” from one of these collections to write about and contextualize. These departments have worked closely also with professors in the Department of History to provide instruction to students in a variety of courses. Some of these students write research papers that are eligible for the Rhem/Schwarzmann Prize for Recognition of Student Research. These cash prizes are given to the three best papers that are based largely on primary sources from the Manuscripts and Rare Books Department or the University Archives.

Research and Instructional Services collaborates with the Office of Emerging Academic Initiatives (which includes the Global Academic Initiatives program, the Second Life/Early College High School program, and the Division of Continuing Studies) to provide targeted research and instructional services to distance education students and faculty. RIS has also assigned three librarians to serve as a STEPP team to provide ongoing library instruction and support to students in the STEPP cohort.

Several student awards are sponsored by the library. RIS coordinates, in concert with the Department of English, the W. Keats Sparrow English 1200 Award, which recognizes excellence in research and writing by composition students. RIS also coordinates the Michael F. Bassman Honors Thesis Award, in concert with the Honors College. Special Collections coordinates the Rhem/Schwarzmann Prize with the Department of History.

For the Office for Faculty Excellence, we provide instructional space and teach RefWorks and PIVOT workshops. Collection Development staff hold workshops on topics related to scholarly communication, such as open access, and how to choose a journal in which to publish. They host networking events for journal editors on campus. Utilizing the Office for Faculty Excellence’s workshop structure to host these events has tremendously helped librarians connect with teaching faculty.

Joyner Library provides copyright presentations for the Graduate School, and helps manage the electronic dissertation and theses program through the ECU institutional repository, the ScholarShip. Of the numerous research centers, Joyner Library has a particularly active relationship with the Center for Sustainable Tourism (which offers a master’s in sustainable tourism) and the Institute for Coastal Science & Policy, under which the Coastal Resources Management PhD falls, partnering with these

programs in collection development, library instruction, and research consultation. The Head of Collection Development is working with colleagues in the Departments of Geography and Geological Sciences on the creation of an online North Carolina Coastal Atlas.

Joyner Library also has a relationship with the Department of Library Science. This is a National Council for Accreditation of Teacher Education (NCATE) and North Carolina Department of Public Instruction (NCDPI) accredited master's degree program, completely taught online, which is geared towards non-traditional students seeking certification to serve as school media specialists or public librarians. The Dean of Joyner Library serves on the MLS Degree Advisory Board. In addition, there are occasions when we share information or resources, collaborate or consult in the field of librarianship. This degree program is currently seeking full accreditation by the American Library Association.

The Music Library collaborates with the School of Music to ensure that all first-year music students receive a music library orientation and all second-year students receive a full bibliographic instruction class. This is accomplished through the required music history course taken by all music majors. As chair of the School of Music's library committee, the Head of the Music Library works closely with School of Music faculty on major library decisions and collection development. This includes the Music Library's yearly acquisition focus on one of the School's five major subject areas: Instrumental, Keyboard, Vocal, Music Education & Therapy, and Theory/Composition/Musicology.

The University Archives and Records Management program collaborates with staff of all departments on campus to carry out a state legislative mandate to manage and preserve the official records of East Carolina University. In cooperation with the North Carolina Office of Archives and History, staff members develop records retention and disposition schedules and train campus departments to maintain their records properly and to transfer them to the Records Center, maintained in Joyner Library, in accordance with their unit's schedule. Records are held for the appropriate length of time, serviced as necessary, then destroyed. Records of permanent value are preserved, described, and made available by the University Archives. University Archives assists other units on campus, including the Alumni Association, by providing information drawn from the archives.

The library sponsors programs and exhibits on an annual and recurring basis with faculty and students from other university units. Departmental and College collaborations include the annual Eastern North Carolina Literary Homecoming (Department of English), Graduate and Faculty Art exhibits (College of Fine Arts and

Communication), and University Historian displays (Department of History). The library collaborates with faculty in the College of Arts and Sciences to sponsor FaculTeas for research sharing.

Joyner Library's commitment to student success extends beyond the stacks through our collaboration with the Office of Student Transitions and First Year Programs. Our collaboration is evident in our staff instructing COAD 1000: Freshman Seminar classes, designing COAD-specific research tutorials, and serving on the Pirate Read Committee. We also make every effort to be a presence in the campus experience of students, by assisting with Move-In Day, providing space and programming for student orientations, and welcoming incoming and prospective students during the Open House sessions offered by Academic Affairs.

As one of the largest employers of student workers on campus, Joyner Library maintains a close working relationship with the Student Employment Office (SEO). Every fall semester the library collaborates with SEO to host a job fair for all work study recipients which provides them an opportunity to learn about the various job opportunities in the library, while matching eager employees with seasoned student supervisors. Joyner Library employs more than 100 undergraduate and graduate student workers.

3. Are duplicate or parallel services offered within the unit or elsewhere in the University? Describe any overlap and discuss what changes might be indicated (e.g., centralization, coordination, elimination of duplication).

Because Joyner and Laupus Libraries serve different user groups and have separate goals and objectives, duplication of some services is necessary, for instance service desks and research assistance, although we attempt to collaborate and coordinate when possible, and intend to continue to identify new areas of collaboration and streamlining. The two libraries have made great strides toward the centralization of many services, and we can envision further centralization of some services being beneficial to both libraries.

One of the most important joint initiatives has been the creation of the Virtual Library; the Virtual Library is not a separate library, but is simply the name the libraries use to designate the thousands of electronic resources, journals and databases that have been acquired over the last decade to meet the cross-cutting research needs of the academic and health campuses. Over \$2.5 million a year is spent on maintaining and enhancing the Virtual Library. The two libraries now maintain a single integrated e-

journal portal, are working to create an integrated database list, and Joyner has an Electronic Resources Review Committee with representation from Laupus Library to identify and select new electronic subscriptions, as well as evaluate existing electronic subscriptions.

The libraries have also cooperated in selecting and using a single integrated ILS; this system provides the automated support for acquiring, cataloging, and locating the millions of books and documents in the libraries' collections. The public interface of the ILS, the classic catalog, available to users at both locations, has been made identical in order to give users a unified "ECU Libraries" experience. This interface is maintained and developed by a committee with representation from both libraries. The two libraries have also combined Interlibrary Loan databases and unified the Place Hold functionality in order to be more efficient across campus.

In addition, together the two libraries have created an institutional repository, the ScholarShip, which is a digital archive for the scholarly output of the ECU community. All ECU theses and dissertations, regardless of campus of origin, are cataloged at Joyner Library, and the two libraries collaborate on policies and procedures for the inputting and maintenance of the data in the repository. ECU Libraries recently collaborated to offer sessions on evaluating publishers, and in the past we have collaborated on planning for Open Access Week activities. We will continue to work together on programming for scholarly communication, and should explore other scholarly communication topics like data management, and outreach to grant-funded authors to meet open access funding requirements.

There is of course much room for further centralization. Collections and Technical Services, including selection, acquisitions, cataloging, and preservation, is an area where further centralization may be a good way to optimize operations. While it would require more assessment and analysis to implement any changes, synergies could include more efficient ordering and cataloging of library materials. In addition, Laupus Library has a small preservation/conservation lab within their building. For increased efficiency and to be able to take advantage of the expertise of Joyner Library preservation/conservation staff, it may be advisable to consolidate all ECU Libraries' preservation/conservation efforts into a single lab located in Joyner Library. A good case could also be made for bringing the Laupus Library's History Collections under the administrative oversight of Joyner Library's Special Collections Division. This would facilitate the cataloging and preservation of the manuscripts and other materials held by the History Collections, as well as improve public service on both campuses by making access to both collections more seamless. Web development, application services,

marketing, and graphic design are other areas where centralization or greater collaboration could further the initiatives of both libraries. Collection Development at both libraries already collaborates over shared subject areas such as biomedical engineering and neuroscience. Joint instruction in these areas could follow.

Separate administrative structures in the libraries sometimes inhibit centralization and the elimination of duplication. Therefore, there is significant support at Joyner Library for an administrative merger of the two libraries. Over the last few years, the merging of university academic and health science libraries has been a growing phenomenon. These mergers have been implemented for the same reasons ECU should consider a consolidation of the Joyner and Laupus Libraries: reducing administrative overhead, eliminating duplication of operations, and enhancing services. Both libraries take pride in the support that they provide to our students and faculty, but the faculty and staff of Joyner Library believe that a library merger would provide for a better, more cohesive delivery of library services across the entire university without sacrificing the quality our users expect and deserve, and could be done in such a way as respects and rewards the contributions of every staff member at both libraries.

There is also potential for centralization of some services within Joyner Library. For instance, there are two separate labs which each perform preservation and conservation work. One is located on the third floor adjacent to the North Carolina Collection and is part of the Special Collections Division. The other is located on the first floor and is part of the Collections and Technical Services Division. Each lab has a different purpose and specialization, although overlap does exist, particularly with supplies, equipment, and tools. Both labs already cooperate extensively with each other but for maximum use of limited space within Joyner Library, it may be advisable to consolidate two labs into one.

Also within Joyner Library, the Verona Joyner Langford North Carolina Collection and the Manuscripts and Rare Books Department/University Archives collect, preserve, and make available an array of primary sources. Many of these are related to North Carolina. If a single reading room that provided suitable access to both circulating materials in the North Carolina Collection and non-circulating materials in all three collections could be developed, then the consolidation of these units would be highly desirable. Doing so would make it easier for students and other researchers to discover and understand the holdings of the collections.

4. What are the unit's planning, decision-making, and evaluation processes? Who is involved in each?

Major planning and decision-making processes are specified in the *ALS Code of Operations*. Decisions are made through very transparent processes, in which input is actively sought from all stakeholders. The Dean is the chief administrative officer of the unit. The Dean's Executive Committee (DEC) is comprised of the Associate Dean, Assistant Directors, and President of Library Assembly. The DEC meets weekly and provides administrative support in carrying out the mission of Joyner Library. The Dean's Council meets monthly and is comprised of the Heads of Operational Services, plus the people mentioned above. It supports the Dean by formulating operational procedures in consultation with the personnel within the operational service and others in the library, and by leading the operational service in developing planning initiatives. The Library Assembly meets monthly and is a deliberative body that discusses issues of importance to the library and its services and personnel. It is comprised of the following personnel who hold appointment of half-time or more: faculty, temporary faculty, EPA Non-Faculty and temporary EPA personnel. Non-EPA personnel serving as Associate Dean, Assistant Director, or head of an operational service are also considered members of Library Assembly. The Joyner Library Support Staff Assembly is a deliberative body that discusses and has input concerning issues within the library and provides opportunities for fellowship, cooperative learning, and exchange of information among members and other groups. Its membership is composed of all SPA personnel who work in Joyner Library.

Evaluation processes are specified for support staff in the SPA/CSS Employee Handbook. Evaluation processes for faculty are specified in the *ECU Faculty Manual* and detailed in the *ALS Code of Operations*. SPA employees participate in a performance management program by which all non-exempt state employees are evaluated. Faculty employees are evaluated according to policies in Part VIII and IX of the *ECU Faculty Manual*. EPA Non-Faculty employees have an annual performance evaluation completed by the supervisor based upon annual goals, annual report and other performance-related criteria.

5. Are work responsibilities clearly defined? How are these determined?

Work responsibilities are clearly defined and determined in consultation among supervisors, Heads of Operational Services, and Human Resources representatives, depending upon the position. They are reviewed annually and modified as duties and functions evolve.

6. What are the general morale, attitude, and culture of the unit? What measures are taken to ensure that the unit is appropriately sensitive to the cultural backgrounds of staff and customers?

In general the morale and satisfaction with the unit's leadership are relatively high. Joyner administrators value transparency and make a genuine effort to solicit input from all stakeholders in decision-making processes. The *ALS Code of Operations* welcomes everyone's attendance at most meetings. Joyner Library has a culture of shared governance, experimentation and innovation. There is freedom to excel, but also to fail. Joyner Library faculty and staff maintain very good working, and personal, relationships with our counterparts at the Laupus Library. The library provides opportunities for faculty and staff growth and development, which includes travel support, regular training and development sessions, and Human Resources programming. In November 2012, an anonymous climate survey was administered by the Joyner Library SPA Assembly to its membership. The survey revealed generally positive interactions, respect, and trust between staff support and their faculty supervisors, as well as appreciation for support for SPA career development. The survey indicated weaknesses, however, in cross-departmental respect, sensitivity, and trust. In response, the library administration has resolved that building trust, improving communication at all levels, and setting a baseline of accurate, current knowledge about career banding are important priorities for us as an organization, and scheduled refresher training in these areas for all faculty and staff, that were to have been conducted by Human Resources during spring break 2013. Unfortunately, Human Resources abruptly cancelled the sessions and they are in the process of being rescheduled.

Respect for diversity appears in every job description at Joyner Library. The library maintains a Diversity Committee and has specifically included it within the *ALS Code of Operations*. The library sponsors diversity programming and staff development activities throughout the year. In 2010 and 2013 the library participated in HBCU/ASERL Librarian Exchange program as a partner library. Each exchange includes significant time at the partner libraries to meet with faculty and staff, design, plan, and implement a project that is strategically important to the HBCU library. After the initial exchange, a Joyner librarian visits to follow up on the implementation of the project at the HBCU library.

In some ways, however, the library currently has entered a period of uncertainty and stress. In its report of April 30, 2012, the Program Prioritization Committee recommended “continued and improved coordination between Health Sciences Library (HSL) and Academic Library Services (ALS) to achieve even higher levels of administrative and operational savings than currently exist. These integrative steps are to be phased in over three years and should result from a joint strategic plan that addresses all aspects of library operations, including the analysis of the libraries (ALS and HSL) as code units.” While the library enthusiastically embraces the mandate for continued and improved coordination, the last part of this recommendation was troubling. Analysis of ALS (Joyner Library) and HSL (Laupus Library) as code units was not discussed in any of the fora leading up to the final recommendations or in the PPC’s earlier drafts. The 36 faculty within Joyner Library were thus taken by surprise, and are concerned about the implications of this recommendation, particularly since ECU’s Academic Council has since indicated that faculty status for librarians is in question.

In August 2012, the Joyner Library Faculty Affairs Committee conducted a survey of ECU library faculty’s attitudes toward status and tenure that indicated the majority of respondents at both libraries values a shared governance model of operation, prefers the tenure-track method of employment, values research and service as components of expected performance, and views librarians with faculty status as being conducive to establishing better relationships with teaching faculty. The committee also produced a report on faculty status in peer institutions which indicated that nine of 15 peer libraries grant tenure to faculty librarians and five others grant faculty some kind of continuing contracts. Joyner faculty explained the importance of faculty status and tenure both to the Academic Council and to the faculty at large; the ECU Faculty Senate passed a resolution in support of our retaining faculty status on December 4, 2012. One of the most disturbing aspects of the faculty status question is that while the library welcomes every opportunity to improve services to the campus, achieve efficiencies and repurpose staff to meet new priorities, we do not anticipate high dollar savings to result from this process. The library has already undergone significant cuts (including 17.9% to the Joyner Library budget in 2009 alone and the elimination of nine positions including two in Library Administration). Any further savings that could be realized will need to be repurposed to meet growth areas including data curation, digital resource management and preservation, assessment, scholarly communication, and support for faculty instruction and student learning. As required, however, a working group with representation from both libraries has crafted an outline of an alternative employment structure for librarians. The overwhelming desire among those in the library is that the

Chancellor make a decision soon about the future of librarian faculty status, so that the uncertainty about this issue is resolved and there can be more latitude in hiring.

V. Resources

1. Provide a budget allocation and expenditure summary for the past three fiscal years. To what extent do the allocation and its utilization allow unit goals and objectives to be realized? What is the decision-making process for the distribution of budget allocations?

	2011-2012	2010-2011	2009-2010
Operating Budget			
EPA Salaries	\$2,646,105	\$2,561,437	\$2,521,545
SPA Salaries	\$2,504,280	\$2,531,341	\$2,629,196
Temporary Salaries	\$92,618	\$95,952	\$65,601
Fringe Benefits	\$1,604,825	\$1,517,691	\$1,450,949
Student Wages	\$385,341	\$327,943	\$326,118
Supplies	\$132,042	\$138,168	\$64,051
Materials/Preservation	\$151,214	\$169,249	\$219,447
Furniture/Equipment	\$286,032	\$247,667	\$86,060
Travel	\$64,932	\$64,929	\$31,553
Acquisitions Budget	\$2,087,273	\$2,398,026	\$2,662,674
Virtual Library Budget	\$2,355,870	\$2,669,778	\$2,296,633
Library Network Budget	\$95,163	\$85,568	\$85,567

The budget allocation process is transparent and open. The same is true with position allocations. Because we are a unit with shared governance, both processes often involve multiple group discussions and examinations of unit goals, and what is necessary to achieve them. The library maintains many types of prioritized wish lists for resources, and demonstrates flexibility to spend money quickly and wisely to support the present and future needs of faculty and students.

However, the inflation rate for serials, databases, and monographs is predicted to be 6-7% in 2013. The state has not provided continuation funding for “library inflation” for several years. Combined with budget cuts at the state and university levels, this has had a significant deleterious effect on the library’s buying power. Thankfully, the library has endowments that provide crucial additional assistance, although in recent years they have often been “underwater.” Funding made available through occasional “one-time” or “end of the year” requests is also beneficial. An annual increase in allocation equal to publishers’ inflationary increases would stabilize the buying power of Joyner Library’s acquisitions budget and the Virtual Library budget at FY2011-2012 levels. For FY2012-2013, this amount would be approximately \$265,000. This of course would not provide the full funding necessary to support new and growing programs or faculty research, but would keep the library from losing more ground to inflationary price increases.

2. What is the space and facilities allocation? To what extent does the allocation and its utilization allow unit goals and objectives to be realized?

The Joyner Library building is approximately 300,000 square feet, including public, staff and storage space. The Music Library is approximately 3,000 square feet. Approximately 3,000 boxes of university records are kept in off-site leased storage. Over the past four years the library has relinquished more than 11,000 square feet of public space to other university departments: Project STEPP, the University Writing Program, the Office for Faculty Excellence, and the PirateCAVE 1065 MathLab. We have no more space to allocate to non-library offices and departments without compromising our own mission. Joyner Library currently offers only 1,238 study seats, which is insufficient for the 23,500 on-campus students and faculty we serve. In addition to more study rooms, an ASRS could help us offer more specialized learning spaces, such as a consolidated research desk and reading room for all special collections.

3. Do employee skills match the unit's needs? Is additional training or cross training needed? If so, what kind? Is there a regular mechanism for providing training?

Employee skills match the unit's needs overall. Going forward, a major concern is ensuring that employees keep up with the skills, especially technological, required for a rapidly changing library environment.

Although the library strongly supports professional development, more ownership could be taken at an individual level to strengthen the culture of continuous learning and development. Numerous opportunities are available for self-directed training in-person and online; individual employees must take advantage of them. Regular mechanisms for providing training include: staff training opportunities offered through ECU OneStop/University Training; Friends of Joyner Library SPA training support; annual Joyner faculty travel allocations; administrative travel opportunities; Joyner Staff Development committee sponsored sessions; the annual paraprofessional conference hosted by Joyner Library; and ample library funding for webinars, local and regional conferences that are readily accessible to all employees. The interim Dean recently instituted a "self-directed achievement program," wherein all personnel are encouraged to set one training goal each week achievable in one hour, making time for learning new skills and enhancing the work culture of the library. Library employees are encouraged to take advantage of Campus Recreation and Wellness workplace programming, which provides opportunities for the enhancement of employee's personal health and well-being.

Another concern is that there are gaps in meeting the unit's needs because existing employees with specialized skills are stretched thinly. Examples include a developer currently being called upon to meet visual/graphic arts needs, assessment efforts still coordinated by the interim Dean, and event and program planning directed by the grant officer. Additional staff to fulfill these duties would strengthen the library's overall ability to achieve its mission.

4. What changes could be made to produce greater efficiencies or economies of scale (e.g., reduction, modification, or elimination of paperwork; structural reorganization)? What constraints (e.g., resources, personnel, and technology) must the unit address to achieve these?

Several ideas were presented above, including the consolidation of the two (or three, including Laupus') preservation labs and the Special Collections service desks.

Consideration should be given to the examination of structural reorganization between the ECU Libraries. Merging certain departments and functions could provide greater efficiency, cost savings, and standardization of services. We would welcome additional Student Technology Fee (STF) funding for student printing, to move billing processes online, and to enable credit card collection at multiple service points, but there are technology constraints at the university level. Although it is not within the purview of the library, faculty cite the university travel request system as a source of inefficient paperwork. As noted above, the primary current constraint is the hiring restrictions on faculty openings, which greatly impede our ability to recruit and retain good faculty who will help us achieve our goals.

VI. Summary of Report and Strategic Directions

1. Overall, what are the unit's greatest strengths? How can the unit leverage the strengths that already exist? Can the strengths be improved upon?

Joyner Library's greatest strengths are:

- A well-trained, dedicated staff and faculty with an outstanding commitment to service, and good working relationships within the library.
- Transparency in leadership, budget allocation, planning, and decision-making, with the opportunity for all to participate in setting the future direction of the library, through the Dean's Executive Committee, Dean's Council, Library Assembly, and Staff Assembly.
- Documented high levels of user satisfaction with services and collections and support, including the library as a popular third space that provides the university community with a safe, secure and comfortable environment for research.
- Collaborative relationship with Laupus Library, which has enabled us to reach an even larger population on campus and expand the Virtual Library to off campus users.
- Relationships with practically every unit on campus as well as many constituents outside the university. Staff have great awareness and commitment to the library's role in providing unique support for the region.
- Support for exploring and implementing innovative technology to meet user needs.

To leverage the strengths that already exist, we want to:

- Continue the momentum of collaboration with Laupus Library to maximize efficiencies and improve services.
- Raise campus awareness of the crucial role the library performs in contributing to student and faculty success.

2. What areas need improvement, and what recommendations can address these?

A. What, if any, changes are indicated in the unit's current mission, goals, and objectives?

- None

B. What, if any, changes are indicated in the ways that achievement is measured?

- None

C. What, if any, changes are indicated in the services/products provided by the unit?

- Address issues with CommonSpot by migrating the library homepage out of the CMS. Perform maintenance operations to bring consistent, responsive design to the website. Streamline the ECU Libraries' web presence to improve the user experience by offering shared tools and resources in a single, well designed environment that facilitates the information seeking process.
- Acquire an ILS that better meets user expectations for seamless, intuitive searching and staff needs for efficient productivity.

D. What, if any, changes are indicated in the unit's organizational structure, processes, and climate?

- Fill the permanent position of library dean.
- Explore the possibility of a major organizational structure change: an administrative merger of the two libraries.

- Further examine other cross-campus efficiencies between the two libraries.
- Eliminate internal redundancies.
- Work with campus administration to end faculty hiring constraints and successfully recruit qualified faculty.

E. What, if any, changes are indicated in the unit’s resources (budget, space, staffing, etc.)?

- Add collection space in the form of an automated storage and retrieval system (ASRS).
- Work with campus administration to secure budget allocations to keep pace with inflation.
- Add positions in the areas of visual/graphic arts, assessment, and event and program planning.

3 Review the recommendations derived from 2A-E above. What priorities among these areas should be set? What is a realistic timetable for the achievement of the recommendations (1-, 3-, 5-years)? Within each time frame, prioritize the recommendations. How does the unit plan to monitor progress? Note: For the purpose of addressing this question, a chart that utilizes the following headings will suffice.

One-year goals

Prioritized recommendation(s)

Measure(s) of progress

1. Work with campus administration to end faculty hiring constraints and successfully recruit qualified faculty.	1. Hiring constraints are removed for faculty positions. Qualified faculty are recruited.
2. Further examine other cross-campus efficiencies between the two libraries.	2. A study of cross-campus efficiencies is conducted in collaboration with Laupus Library. Opportunities for cross-campus efficiencies are identified. A plan is developed and implemented to achieve appropriate ones.

3. Fill permanent position of library dean.	3. Library dean is hired and permanent position filled.
4. Add permanent positions in needed areas of scholarly communication, visual/graphic arts, and assessment.	4. Needed positions throughout the library are filled.
5. Address issues with CommonSpot by migrating the library homepage out of the CMS. Perform maintenance operations to bring consistent, responsive design to the website. Streamline the ECU Libraries' web presence to improve the user experience by offering shared tools and resources in a single, well designed environment that facilitates the information seeking process.	5. Online content is migrated out of CommonSpot. Maintenance operations are performed on the website. A more dynamic and agile web presence is developed that improves the user experience.

Three-year goals

Prioritized recommendation(s)

Measure(s) of progress

1. Acquire an ILS that better meets user expectations for seamless, intuitive searching and staff needs for efficient productivity.	1. An examination of options for a new ILS is planned and conducted in collaboration with Laupus Library, as well as Elizabeth City State University's library. A new ILS platform which meets user and staff needs is identified. The ILS is acquired and implemented.
2. Explore the possibility of a major organizational structure change: an administrative merger of the two libraries.	2. An administrative merger of ECU Libraries is explored.
3. Work with campus administration to secure budget allocations to keep pace with inflation.	3. Joyner Library works with campus administration to justify and secure sufficient budget allocations.
4. Eliminate internal redundancies.	4. A study of internal redundancies is conducted at Joyner Library. Redundancies are identified. A plan is developed and implemented to eliminate

	appropriate ones. Appropriate redundancies are eliminated.
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Five-year goals

Prioritized recommendation(s)

Measure(s) of progress

<p>1. Acquire and operate an automated storage and retrieval system (ASRS).</p>	<p>1. Funding for an ASRS is secured. A plan for exploring ASRS options is planned and conducted. An ASRS which addresses many of the library's needs including special collections storage, expanded space for users and staff, and improved efficiency and service delivery of library materials is identified, acquired, constructed, and made operational.</p>
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