

University of Arkansas Libraries
Goals and Objectives Identified in Session Breakout Groups

Group A: Personnel—“Nitty Gritty Head Hunters”

Goal 1: Retention: To develop and implement programs to improve noticeably employee retention at all levels in order to increase efficiency, enhance job satisfaction, and remain an agile, dynamic body able to support the University’s goals.

Objective A: To implement a confidential and practical method for staff to evaluate immediate supervisors at the department and unit level.

Objective B: To expand current award and recognition programs in order to provide an incentive to excel in job performance.

Objective C: Publicize and make available funding opportunities for professional development.

Objective D: Investigate the feasibility of establishing career ladders for classified staff.

Objective E: Continue to develop the mentoring program and guidelines to assist library faculty in achieving tenure and promotion goals.

Goal 2: Hiring/Recruitment: To develop a sufficient, sustained, and diverse hiring pool for personnel, and to use innovative recruitment tools to reach a new generation of library employees.

Objective A: To develop an online application process for hourly positions creating an easily accessible database of applicants.

Objective B: To develop a pre-screening process to better tailor the applicant to available position.

Objective C: Utilize social networks as a recruiting tool.

Objective D: Expand connotation of diversity beyond the traditional, narrow definition.

Goal 3: Communication: Establish an effective communication process to inform all personnel about existing and planned programs, services, policies, and collections.

Objective A: Document all existing committees, task forces, departmental and division structures to identify the purpose, goals, and dissemination methods used and to complete this audit by the end of December.

Objective B: Identify gaps and exclusions in the information flow, both down and up in the organizational structure.

Objective C: By June 1, 2008, identify existing communication methodologies and establish new communication channels as needed.

Objective D: Assess on a quarterly basis the effectiveness of communication methodologies and **kill** the ineffective ones.

Goal 4: Training: Design training programs with measurable outcomes to meet the changing needs of the organization.

Objective A: Analyze and document position and staffing needs to develop contingency plans that incorporate cross-training, job shadowing and mentoring.

Objective B: Identify or develop comprehensive training programs for supervisors.

Objective C: Re-evaluate the results of the last IT skills survey.

Objective D: Establish benchmarks for technical skills for all employees.

Objective E: Provide regular training opportunities in core IT competencies and ongoing support for changing technology.

Goal 5: Planning: To develop a comprehensive planning process beginning at departmental/unit levels for staffing and budget allocation to enable the Libraries to respond dynamically to changes in needed program support.

Objective A: Develop a baseline of resources within each department and align with existing staff and budget.

Objective B: Develop a methodology for assessing changes needed based on fluctuations in funding and program changes.

Objective C: Establish prioritized lists of positions and resources to be requested in annual personnel and budget time frame.

Objective D: Establish a “common data set” for the library to assess increases and decreases in enrollment, changes in the number and disciplines of graduate students and faculty, and changes in undergraduate enrollment.

Objective E: Develop scenarios to assess the affect of potential changes.

Group B: External Relations—“The Storytellers”

Goal 1: By 2012, develop and implement an effective and varied external relations program to reinforce the centrality of the Libraries on campus and to extend our reach throughout the state and beyond.

Objective A. Expand our outreach by broadening our communication via newsletters, broadcast and print media, the web site, blogs and other social software, instruction and orientation.

Objective B. Deliver events and programs beyond the campus and throughout the state.

Objective C. Strengthen communication with students to foster better understanding of their needs.

Objective D. Determine our target demographic to better programs and services.

Goal 2: By 2012, broaden and deepen existing partnerships and develop new relationships to strengthen our services, collections, and programs.

Objective A. Capitalize on Center for Research Libraries membership by increasing awareness and use of their collections and services.

Objective B. Work with campus offices on recruitment, retention, and campus issues.

Objective C. Collaborate with UA Press to showcase their work.

Objective D. Collaborate with the Graduate School to promote a reciprocal research process.

Goal 3: By 2012, substantially increase the endowment.

Objective A. Increase alumni support.

Objective B. Increase involvement in alumni activities.

Objective C. Attract additional corporate support of all kinds (funds, products, and services).

Objective D. Increase grant support.

Group C: Space – “The Supernovas”

Overall Goal: Become an exemplary campus focal point of research, sustainability, and global cooperation by creating an inviting, safe, and inspiring learning environment.

Goal 1: Rearrange and expand our public space to accommodate changing study and research preferences of students and faculty, allowing for the utilization of new technologies.

Objective A: 24/7 Space for public use

Objective B: More large public spaces

Objective C: Interior pizzazz

Objective D: More variety of study areas

Objective E: More 1st-come, 1st-served study carrels

Objective F: ADA access

Objective G: Ergonomic improvements, comfortable for hours

Objective H: Classroom settings to train users

Objective I: Relaxed enjoyable learning environment

Objective J: Lively, colorful attractive environment, including more exhibits

Objective K: Expanded wireless access

Objective L: Re-arrange departments

Objective M: More personal service

Objective N: Food and non-food study areas

Goal 2: Reorganize our collections and storage areas as completely as is required to attract clientele to take advantage of what the libraries offer through collections and research assistance.

Objective A: Books up front – browsing – more like a bookstore

Objective B: More space for Special Collections

Objective C: Special Collections needs a more public face (circulation desk?)

Objective D: Selective shift of books to storage

Objective E: Re-use stacks areas to accomplish goals

Objective F: Digitize books and remove those books to storage

Objective G: Improve flow in Special Collections

Goal 3: Partner with all stakeholders to help build a campus and community-wide focus on the library as a central hub of the University.

Objective A: More large public spaces (also under Goal 1)

Objective B: Auditorium

Objective C: Reception area

Objective D: More computer labs like Room 102

Goal 4: Improve staff areas as much as possible to enhance working conditions and promote a better atmosphere.

Objective A: Office for reference staff – space, privacy, attractiveness

Objective B: Nice offices enhance recruitment

Objective C: ADA (also under Goal 1)

Objective D: Classroom settings to train users (also under Goal 3)

Objective E: Safety issues need to be resolved (dock and front steps)

Objective F: Staff entrance

Objective G: Private offices for confidentiality

Group D: Organizational Structure—“KIS—KEEP IT SIMPLE”

Goal 1: Develop an integrated service model

Objective A: Combine service desks into one service point for all functions and have one located on each floor of the library.

Objective B: Design a library-wide training program that addresses all programs and services.

Objective C: Adjust supervisory responsibilities to reflect the structure of the new service model.

Goal 2: To prepare for the internal challenges that will be brought about by changing technologies.

Objective A: Adjust job duties to reflect new realities.

Objective B: Adjust reporting lines to reflect new realities.

Objective C: Secure necessary training to facilitate changing job responsibilities.

Goal 3: Improve communication

Objective A: Design standardized organization-wide communication structures.

Objective B: Find ways to improve multi-directional communication.

Group E: Constituencies – “The Big Ten”

Goal 1: Determine whom the Libraries serve and establish priorities among these constituencies. The following objectives should be within a year.

Objective A. Develop a profile for each user groups that addresses demographics, special needs, and use patterns using tools such as surveys, questionnaires, IPEDS and other hard data.

Objective B. Review, revise, and communicate polices to guide programs and services by examining applicable goals, policies, and regulation, using focus groups, and benchmarking with library peers.

Objective C. Establish a systematic assessment program.

Goal 2: Build an agile constituency-based organizational culture that anticipates readily and responds appropriately.

Objective A. Analyze user transactions to find problems areas and revise procedures as necessary.

Objective B. Obtain a consultant to aid in this process and analysis.

Goal 3: Identify tangible outcomes that illustrate how the Libraries’ programs and services strengthen academic quality. (5 years)

Objective A. Use the university planning documents and other resources to identify specific indicators of academic excellence that are pertinent to the libraries.

Objective B. Map these indicators to existing or planned programs and services (1 year).

Objective C. Investigate existing tools and methodologies for assessment of our programs and services in relation to student performance and academic excellence.

Objective D. Design studies and seek appropriate research funding.

Goal 4: Develop a marketing plan that facilitates communication with both internal and external constituencies and increases the visibility of the Libraries.

Goal 5: Develop and implement a plan that adopts appropriate technologies to anticipate and meet constituents’ needs.

Group F: Programs and Services—“Lightbulbs”

Goal 1: Expand the range of collections and services

Objective A: Identify and digitize unique resources

Objective B: Migrate materials in old formats to current/new formats

Objective C: Create survey to assess user groups in terms of :

- i. Who they are
- ii. How to communicate information about our services and programs
- iii. Identify currently unreached client groups
- iv. Develop strategies to reach these groups

Objective D: Incorporate “Diversity” into collection development policies

Goal 2: Embrace service excellence in all decisions, services, and operations.

- Objective A:** Develop strategies to bridge language and cultural barriers
- Objective B:** Develop strategies to overcome ADA barriers
- Objective C:** Expand existing reference standards to ensure inclusiveness and diversity
- Objective D:** Use technology to reduce identified barriers
- Objective E:** Organize a task force to develop new models for library instruction

Goal 3: Develop and execute an expanded marketing plan to promote and increase libraries visibility and reputation.

- Objective A:** Train personnel in ambassadorship
- Objective B:** Review effectiveness of current communication channels
- Objective C:** Develop comprehensive marketing plan

Goal 4: To incorporate and promote the use of advances in technology to expand access to library programs and services.

- Objective A:** Assure University Libraries web pages are constructed to be compatible with Browser language translator
- Objective B:** Promote development of statewide Union Catalog (also part of expanding services)
- Objective C:** Secure private funding to support the Library's search for cutting edge on technological innovations
- Objective D:** Promote educational advancement in those innovations among library employees

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