

Academic Library Services' Response to the UNC Tomorrow Commission's Final Report

4.1.1 UNC should prepare its students for successful professional and personal lives in the 21st century, equipping them with the tools they will need to adapt to the ever-changing world.

- Improve student proficiency in “soft skills” including oral and written communication, critical thinking and analytical reasoning, problem solving, creativity and innovation, teamwork and collaboration, work ethic and professionalism, financial literacy, information literacy, and digital literacy.
 - *Academic Library Services (ALS) contributes to improving students' information and digital literacy by providing online information literacy tutorials, course-integrated instruction and research tools for face-to-face and online classes, and individual research consultations for students. The ALS strategic plan stresses increased library involvement in ECU's First Year Experience program, which will help meet this recommendation. Current involvement includes sessions for nearly every COAD 1000 class section, participation in orientation events, and residence hall programs.*
- Create a statewide task force that partners with business, nonprofit organizations, and faculty to develop a strategic plan for integrating the soft skills throughout the curricula from general education through majors and graduate (master's) programs by: ... creating a statewide council of faculty and writing directors from across UNC to identify successful strategies for writing and literacy programs and to work with appropriate faculty to improve campus programs and enhance students' writing and literacy components
 - *Librarians should be included on the statewide council and in the development of the strategic plan. Librarians are involved already in integrating the soft skills through the curricula at various stages, ranging from first year through majors and graduate programs. A few examples include library skills sessions, which teach students how to identify and evaluate research sources, held for nearly every COAD class section; research sessions conducted for all incoming Biology and Psychology graduate students; and intensive work with students in MGMT 4842, the capstone course for the Department of Management in the College of Business. Librarians currently map library instruction sessions to the Association of College and Research Libraries' [Information Competency Standards for Higher Education](#).*
- Develop tools that assess and verify students' understanding, application, and mastery of 21st-century life skills needed in every professional endeavor.
 - *The library can investigate existing tools including James Madison University's Information Literacy Test, Kent State University's Project for the Standardized Assessment of Information Literacy Skills, and the iSkills tool developed by Educational Testing Service, and help implement the tool(s) selected for use.*
- Encourage faculty, when appropriate, to make their research available to the public at-large on a local, national, and global basis in language that the public can understand and use.
 - *The ALS strategic plan describes our plan to lead the university in the areas of scholarly communication, open access and electronic theses/dissertations. The institutional*

repository now being developed is designed to help make faculty research openly available to the audiences indicated in the UNC Tomorrow report.

4.1.3 UNC should promote increased partnerships between its own campuses and international universities and enhance global awareness of its faculty and students.

- Increase student proficiency in foreign languages, including through language immersion programs.
 - *ALS acquires foreign language materials in a variety of formats to support the curriculum at ECU and is prepared to devote additional resources to this area to increase student proficiency in foreign languages.*
- Expand students' global and cultural awareness that includes an understanding of diverse cultures but also stresses the commonality of human problems through such efforts as:
 - Taking to scale successful existing UNC programs that focus on global awareness and global education.
 - Incorporating global awareness into the general education curriculum, and encouraging all majors and graduate programs to incorporate global awareness into their curricula.
 - *Information literacy and critical thinking skills are important lifelong skills that have special relevance in the international context. We welcome the opportunity to collaborate with our colleagues to ensure that our students are "globally ready." ALS has volunteered to partner on the Global Academic Initiatives proposal. If the proposal is accepted, ALS will extend its course-integrated research instruction to the global-centric courses in the Global Academic Initiatives proposals. Already, librarians use Blackboard and Centra to provide online instruction. They participate in online discussion boards and provide reference assistance through instant messaging and e-mail. Library involvement in new course development from the planning stage will ensure that library research components are integrated into course content as appropriate and that ALS purchases or subscribes to additional online resources that may be needed.*
 - *All ECU students who study abroad have access to the electronic resources provided by the library and to research assistance via IM, e-mail and telephone.*
 - *The Teaching Resources Center collaborates with the College of Education in hosting visits and tours for the Japan-United States Sister University Academic Exchange Accord which became effective on July 7, 2006 and will remain effective for three years. It includes the Osaka Kyoiku University, Hiroshima University, Naruto University of Education, East Carolina University, University of North Carolina at Wilmington, and*

Western Carolina University with the purpose of promoting friendship, mutual understanding, scholarship and educational cooperation.

- *ALS provides teleconference space for one global-centric course currently and can provide space for additional courses.*

4.2.1 UNC should increase access to its educational programs – including academic courses, degree programs at all levels, and certificate programs – for traditional students, non-traditional students, and lifelong learners.

- Broaden and innovate delivery of courses and degree programs through additional online and distance education programs...
 - *Current library support for online and distance education programs includes document delivery; reference assistance via IM, e-mail and telephone; integration of library resources and services in course management software; online tutorials using Camtasia, PowerPoint, and Flash; podcasts; 24/7 access to more than 400 databases, 55,000 e-books, and 45,000 online periodical; a presence in Second Life; and visits to satellite campuses and community college cohorts. While many of our faculty and staff members support distance instruction, we devote one FTE faculty member to this area and are advertising to fill a second position. ALS is prepared to increase its support for these programs as they continue to grow.*

4.2.2 UNC should continue ongoing efforts with the North Carolina Community College to strengthen and streamline articulation between the two systems to develop a more seamless relationship.

- Increase the number of 2+2 programs and other joint programs between UNC and community colleges.
 - *ALS is an active partner in Wachovia Partnership East, a nationally-recognized collaboration with community colleges in the state.*
 - *ALS has numerous cooperative borrowing agreements with community colleges and private colleges in eastern North Carolina, making it easier for these students to use the wealth of resources available at a large university library.*

4.2.5 UNC should increase the educational attainment of all underrepresented populations, especially African-American males and Hispanic students.

- Develop strategies to address the unique problems confronting the state's African-American male population, including:
 - Working with our state's public school system to improve educational outcomes for African-American males.
 - Working with the K-12 system to improve educational outcomes for Hispanic students.

- *ALS offers a free Educator's Card for educators in eastern North Carolina. The card provides free check-out privileges for many library materials. ALS also offers a borrower's card for area residents.*
 - *ALS provides bibliographies and guides aimed at public school teachers and education students on topics such as Hispanic and African-American biographies, easy books, fiction, and nonfiction.*
 - *ALS is the home of the Ronnie Barnes African-American Resource Collection, which contains children's books written by and/or about African-Americans, biographies and scholarly materials dealing with the African-American experience.*
 - *ALS has increased budget allocations for purchasing Spanish language materials for the general and curriculum collections.*
- Increasing the number of African-American faculty at all UNC institutions and helping increase the number of African-American public school teachers.
- Increasing the number of Hispanic faculty at UNC institutions.
 - *ALS actively recruits minority candidates for all open positions and includes a diversity statement in all ads. ALS funded a faculty member's participation in the 2007 Conference of the Black Caucus of the American Library Association to aid in minority recruitment.*
 - *ALS tries to foster an environment of inclusiveness at ECU by subscribing to resources such as Black Studies Center, Black Thought and Culture, Ethnic Newswatch, Handbook of Latin American Studies, and Hispanic American Periodical Index, and providing diverse collections of music media, DVDs and monographs.*

4.2.6 UNC should help ensure that all students are better prepared to enter and succeed academically in college.

- Upgrade and expand college-readiness programs such as summer bridge programs, early college programs, and online Learn and Earn and early college programs for high school students.
 - *ALS will provide office space for the principal and two counselors for the ECU Early College High School. It will also provide library services for these students and faculty.*
 - *ALS regularly provides orientation sessions for high school classes and individual research assistance for middle and high school students preparing projects for History Day and science fairs.*
- Strengthen programs that provide additional academic support to students, especially freshmen, in need of special assistance.
 - *ALS participates in COAD 1000 instruction, offers sessions in residence halls, and participates in orientation activities for students and parents, all in fulfillment of its strategic plan to increase library involvement in the First Year Experience program. The ALS strategic plan envisions that a library component will be*

included in ECU's pilot programs aimed at first generation students and underserved populations.

4.3.1 UNC should improve the quantity, quality, and geographic distribution of public school teachers.

- Increase content-based professional development programs, as well as mentoring opportunities for teachers with UNC faculty.
 - *ALS has held on-site workshops for public school teachers on how to use primary source documents in the classroom. As part of the NC ECHO Heritage Partners grant, nineteen workshops have been held throughout eastern North Carolina with public school teachers with plans for additional workshops to be offered annually. These workshops focused on classroom use of online resources contained in the Eastern North Carolina Digital Library which contains 399 fiction and non-fiction volumes, 150+ museum artifacts, maps and more than 100 lesson plans/activities pertaining to the history of the 41 counties in eastern North Carolina. Workshops cover a variety of topics, including history, literature, science, the arts, and the environment.*
 - *The Teaching Resources Center co-sponsors and hosts the annual Librarian to Librarian Networking Summit which is designed to encourage K-12 school media personnel to communicate with each other and the educational community at large in order to promote the essential role they play in student academic success.*

4.3.3 UNC should strengthen efforts, in cooperation with the North Carolina State Board of Community Colleges and the Community College System, the North Carolina State Board of Education, and the North Carolina Department of Public Instruction, to enhance the teaching skills of public school faculty and the leadership skills of public school administrators.

- Inventory and assess all programs in the state that support K-12 teachers and administrators, and identify and address gaps in these support programs.
 - *ALS offers a free Educator's Card for educators in eastern North Carolina as well as Interlibrary Loan Services to eastern North Carolina classrooms via school media centers.*
 - *As part of ALS's participation in Wachovia Partnership East, the library purchased and makes available elementary textbooks at cohort locations and through interlibrary loan services for DE students.*

4.3.5 UNC should strengthen partnerships with the State Board of Education, the N.C. Department of Public Instruction, the North Carolina Community College System, and our state's Independent Colleges and Universities to develop a seamless educational continuum from pre-K through higher education ("Birth-20").

- Leverage expertise in addressing public education issues, and develop a system-wide structure for inter-institutional collaboration through which faculty research and scholarship can be accessed.
 - *ALS is a member of the statewide institutional repository advisory committee set up by the University Library Advisory Council and has supported its efforts with a financial commitment of \$10,000.*

4.4.1 UNC should increase its capacity and commitment to respond to and lead economic transformation and community development.

- Develop communications mechanisms to facilitate better interaction between UNC and business, industry, community, government, and nonprofit sectors.
 - *Joyner Library has been a member of the Federal Depository Library Program (FDLP) since 1951. In this capacity, it provides its users with access to, and assistance with, over 500,000 federal government publications in a variety of formats. As a selective depository, Joyner Library facilitates the ability of local businesses, community and nonprofit groups to keep up with relevant federal information and assists government in making its information readily available to the ECU and regional communities.*
- Encourage the faculty to make its research available to the public in an accessible and understandable for m– on a local, national, and global basis.
 - *The ALS strategic plan describes our efforts to lead the university in the areas of scholarly communication, open access and electronic theses/dissertations. The institutional repository now being developed is designed to help make faculty research openly available to the public. The Scholarly Communication Resources page, located on the ALS website at <http://www.ecu.edu/lib/scholcomm/index.cfm>, helps faculty learn more about open access publishing options.*

4.4.2 UNC should focus specific effort in meeting the needs of rural and underserved areas of the state.

- Increase adult-learning opportunities, educational programs, and degree delivery to residents of rural areas.
 - *Just as ECU is a leader in providing DE and online learning opportunities in the state, ALS is a leader in providing library support. Current library support includes document delivery; reference assistance via IM, e-mail and telephone; integration of library resources and services in course management software; online tutorials using Camtasia, PowerPoint, and Flash; podcasts; 24/7 access to more than 400 databases, 55,000 e-books, and 45,000 online periodical; a presence in Second Life; and visits to satellite campuses and community college cohorts. The Eastern North Carolina Digital Library contains books, museum*

artifacts, maps and educational material pertaining to the rich cultural history of the 41 mostly-rural eastern North Carolina counties.

- Target UNC institution degree programs and faculty research in rural North Carolina to stimulate growth of new and emerging industries and enhance existing industries.
 - *As a federal and state government depository, ALS has many resources that can assist researchers and those involved with new, emerging, and existing industries. In addition, subscription resources are licensed for the entire ECU community, including the Office of Entrepreneurial Initiative and Regional Development Services.*

4.4.4 UNC should promote the arts and cultural enrichment in all regions of the state.

- Support and expand campus artistic and cultural programs, and increase offerings of such programs to the public.
 - *The Eastern North Carolina Literary Homecoming is an annual event, and includes a children's literature component, author visits to area schools, and presentations by authors and musicians. Teachers are one of the target audiences for this event and comprise a high percentage of attendees.*
 - *ALS sponsors regular exhibits in the North Carolina Collection and Special Collections areas of Joyner Library, digital exhibits that are viewed by persons worldwide, and book signings. Joyner Library has just created a new exhibit space; the first exhibit will be a showing of works by sculptor Hanna Jubran.*
 - *The Teaching Resources Center sponsors regular art exhibits featuring the artwork of public school students in eastern North Carolina. It partners with ECU's School of Art to organize the ECU Youth Arts Festival which coincides with Youth Arts Month sponsored by the North Carolina Art Education Association. A faculty member in the Teaching Resources Center organizes storytelling activities for the event, at which more than 100 visual and performing artists from both ECU and across the region share their creative talents with children and their families.*
- Develop strategies for expanding campus artistic and cultural programs to communities that do not have a UNC campus located in or near them.
 - *The Eastern North Carolina Digital Library was created through a collaborative partnership with three museums across eastern North Carolina – the Country Doctor Museum, Historic Hope Plantation, and the Tobacco Farm Life Museum. The Digital Library promotes their collections and makes these and other materials openly available to the public. Future collaborations with other museums are planned.*

4.4.5 UNC should facilitate inclusive discussions on important community issues.

- Facilitate community dialogue on important community issues.

- *ALS provides online resource guides on important topics, including the 2008 elections and the War on Terrorism.*
- Communicate faculty expertise on important community issues to broader audiences.
 - *The ALS strategic plan describes our efforts to lead the university in the areas of scholarly communication, open access and electronic theses/dissertations. The institutional repository now being developed is designed to help make faculty research openly available to the public.*
 - *The expertise of ALS faculty will be reflected in the Sedona database. Efforts will be made to make it available through the existing staff directory.*

4.6.1 UNC should embrace environmental sustainability as a core value among its institutions.

- Take control of our environmental footprint....
 - *ALS can improve its recycling efforts and replace at least one van with a more efficient vehicle.*
 - *ALS can create resource guides to help faculty and staff learn about sustainable practices.*
 - *ALS will request that facility space planners, architects, and contractors consider environmental sustainability and green building practices when planning library renovations and additions.*

4.6.3 UNC should increase community awareness of environmental and sustainability issues.

- Educate current K-12 teachers, as well as current education majors, on how to integrate ecological and environmental components into science and non-natural science areas of instruction in the public schools.
 - *ALS can develop resource guides and conduct workshops on integrating library resources into the curricula in these areas.*
- Incorporate environmental literacy into undergraduate curricula.
 - *ALS provides access to environmental resources from EPA and other federal government agencies. It can better promote these resources to faculty and students and develop online resource guides on environmental literacy.*

4.7.1 UNC should apply, translate, and communicate research and scholarship to broader audiences.

- Develop stronger partnerships with business, industry, and government agencies and nonprofits.
 - *ALS collaborates with other depository libraries in the state and with the US government, through the Federal Library Depository Program.*
 - *It collaborates with state government through the North Carolina State Publications Clearinghouse.*

- *ALS can increase its marketing to and support for the local business community. It subscribes to numerous print and online resources of use to businesses, government agencies, and nonprofits.*
- *ALS may be able to offer teleconferencing space for use by members of the community.*
- Increase inter-institutional collaborations that readily respond to the needs of the regions and the state through academic programs, library support, and research.
 - *ALS is an active participant in the Carolina Consortium, which enables academic libraries in North Carolina and South Carolina to use their bulk purchasing power to obtain favorable pricing on a variety of electronic resources that are of significant interest to the scholarly community.*
 - *Through the University Library Advisory Council, composed of the directors of the 17 UNC-system libraries and a representative from UNC General Administration, ALS participates in collaborative interlibrary loan and shared library catalog initiatives.*
 - *ALS is a member of the statewide institutional repository advisory committee set up by the University Library Advisory Council and has supported its efforts with a financial commitment of \$10,000.*
- Establish Web-based portals to serve as the entry point for information access.
 - *The web-based institutional repository will serve as an entry point to faculty and student research and scholarship.*
 - *ALS will investigate ways to make its website a more comprehensive and user-friendly entry point for information access.*

4.7.2 UNC should develop a strategic plan for scholarly public service on each campus that is detailed and specific in definition and scope.

- Ask campuses to consider standards in their faculty reward, promotion, and tenure policies that encourage and reward public service by faculty...
 - *ALS will review its criteria for permanent tenure, promotion, reappointment and post-tenure review to adequately reward public service by faculty.*

4.7.4 UNC should communicate its resources and expertise to wider audiences.

- Create “easy” portals by which to access UNC expertise and resources.
 - *The statewide institutional repository and the ECU institutional repository will be portals by which to access UNC research.*
- Develop internal mechanisms for identifying and disseminating related faculty research, scholarship, and programs among different institutions, departments, and disciplines.
 - *ALS will work with departments and schools at ECU to encourage faculty to submit research and scholarship to the institutional repository in a coordinated manner. It will use the Sedona database and other mechanisms for identifying relevant materials.*

- *ALS will host faculty teas at which members of the ECU faculty will share their research with their colleagues.*
- *Currently, ALS publicizes its resources and expertise in a variety of ways including online resource guides, the library website, regular columns in the Daily Reflector, talks to civic and business groups and genealogical and historical societies, the Librarian to Librarian Networking Summit, the Eastern North Carolina Literary Homecoming, the Eastern North Carolina Digital Library, and the SPA Paraprofessional Workshop.*

5.2 UNC should review the academic planning process to ensure that the needs of North Carolina are fully considered in establishing and discontinuing degree programs.

- Campuses should review their academic planning processes in order to be more efficient and more responsive to external needs.
 - *Library involvement should be required during the academic planning process to adequately plan for the acquisition of needed resources.*

5.3 UNC should lead the campuses in a refinement and adjustment of the tenure, promotion, and incentive system to place greater value on faculty involvement and engagement in applied research and outreach that will enhance the state's competitiveness without decreasing support for teaching, basic research and scholarship.

- Make appropriate University faculty more accessible to small business owners, nonprofit organizations, K-12 schools, and community groups.
 - *ALS can be more pro-active in seeking speaking opportunities with community, nonprofit, school, business and government groups and can increase the number of workshops and online resource guides aimed at these audiences.*

5.4 UNC should prepare for wide-scale faculty retirement and should increase efforts to recruit and retain high-quality faculty.

- Improve research and scholarship capabilities through improvements to laboratory facilities, equipment, library resources, graduate student support (such as tuition remission funding), and professional support staff.
 - *Subject liaisons at ALS contact every new faculty member to discuss library resources and services and identify needs. ALS strives to provide the resources needed, whether through acquisitions, subscriptions, or interlibrary loan.*
 - *ALS works with the Faculty Senate Libraries Committee and the Laupus Library to identify priorities and needs.*
 - *ALS regularly seeks faculty input concerning new electronic resource subscriptions and faculty feedback on database trials.*
 - *In collaboration with Laupus Library, ALS allocates funds to the Virtual Library @ ECU, and uses these funds to provide online access to research materials.*

5.6 UNC should continue to seek efficient use of available resources in the fulfillment of its mission.

- Facilitate inter-institutional collaborations that achieve economies-of-scale cost-savings, such as digitizing library resources and sharing digital resources across the system.
 - *ALS participates in the Carolina Consortium, a group which enables academic libraries in North Carolina and South Carolina to use their bulk purchasing power to obtain favorable pricing on a variety of electronic resources that are of significant interest to the scholarly community. Online resources are licensed for the entire ECU community, in most instances, and are available 24/7 regardless of the user's physical location.*
 - *ALS has digitized a number of its unique resources, as well as items located at three area museums – the Country Doctor Museum, Historic Hope Plantation, and the Tobacco Farm Life Museum. The Eastern North Carolina Digital Library makes these and other materials openly available to the public.*
 - *ALS is a member of the statewide institutional repository advisory committee set up by the University Library Advisory Council. The statewide institutional repository will be one way of sharing digital resources across the system.*
 - *ALS is involved in a joint project with the State Library and UNC-Chapel Hill to digitize historical newspapers and make them available to the public.*
 - *ALS is standardizing and enhancing the metadata used in conjunction with its finding aids and digital objects to make them available through broad open access initiatives.*