Unit: Taylor Library

Academic Year: 2018-19

What is the Unit Mission and Strategic Plan including goals, actions and key performance indicators (KPI)? (insert strategic plan, goals and KPIs below)
(See Addendum 1)

The full strategic plan is Addendum 3.
With half of the Library faculty brand new, and with turnover in May and June, we were able to make only limited progress on our goals for this year.
So for 2019-20, one of our first significant projects will be to meet several times as a unit to rewrite our Strategic Plan.
In the meantime, we continue to work on specific parts of the former Plan, noting accomplishments as we go.

In Table 1, provide assessment of progress toward meeting KPIs during the past academic year and what changes, if any, might be considered to better meet goals.

Table 1: Assessment of Key Performance Indicators

KPI	Assessment of Progress	Implications for Future Planning/Change
II.A.1. Increase number of Facebook friends	**Very successful.** 13,998 Engagements (clicked on the page), a 200% increase over 2017-18 1,973 likes/shares: 50% increase over 2017-18	Established a solid base. We can build on this to continue to grow our Social Network presence.
III.D. Update Electronic Resources	**Delayed**: lack of additional funding. We added one database (HeinOnline) but had to cut Lexis-Nexis to do this.	We will wait and hope for more funding
IV.B.2 Consortial relationship with area libraries	**Some success**: Initial work with the Monticello Public Library is beginning in coordinating social media campaigns and publicizing each other's events.	Working with multi-type libraries as a group simply did not get off the ground. We will continue to seek partnerships on a one-on-one basis. We can also begin to strengthen relationships with other academic libraries, especially in Southern Arkansas.
IV.C Study fees for outside users	**No action** in FY18-19	Will take up this fall with Assembly's Library Committee
V. Strengthen presence of Special Collections	**Minimal progress**. New librarian in place, but resigned after one year; Received numerous items from administrative and academic departments, indicating that our Archival work has become more understood.	We hope to re-establish relations with area historical societies to build on this year's approaches.

List, in Table 2, the Unit Student Learning Outcomes (SLO) and the alignment with Unit Strategic Plan as well as the UAM Vision, Mission, SLOs, and Strategic Plan.

Table 2: Unit Student Learning Outcomes (See Addendum 2)

Unit Student Learning Outcome	Alignment with Unit Strategic Plan	Alignment with UAM Vision, Mission, SLOs, and Strategic Plan
Written Communication: 1. Content Development 2. Sources & Evidence		
Oral Communication: Supporting Material		
Critical Thinking: Evidence		

Describe how Student Learning Outcomes are assessed and how the results/data are used to make improvements?

We continue to rethink how the Library does assessment. In the past, libraries used inputs – budget, books purchased, etc – to gauge performance, but we understand that these don't show our contribution to student success. So we are looking at ways to assess our work. Some measures such as gate count and usage of databases helps us measure what is working and what is not, but we need to find ways to incorporate new technology or other measures to better assess how we contribute to the work of our faculty and students.

Table 3: University Student Learning Outcomes (rubric results)
If you are measuring communication, please indicate if the Oral or Written Communication Rubric was scored.

Class or co-curricular program scored	UAM SLO Measured	Number of students assessed	Percentage of students assessed below benchmark	Percentage of students assessed at or above benchmark but below milestones	Percentage of students assessed at or above milestones but below capstone	Percentage of students assessed at capstone
N/A						

What do the data indicate in regard to strengths, weaknesses, opportunities for growth and threats to effectiveness?

<mark>Academic Advising Overview Data</mark>
Table 4: Number of Advisees Assigned to Each Academic Advisor

N/A

Table 5: Retention/Progression of Recovery Students

N/A

<mark>Academic Alert Program</mark>

N/A

New Programming
Table 7: Revitalized or New Programs

Program Name	Date Offered	Number of Attendees	UAM SLO	AACU Rubric Results	CAS Student Learning Outcomes	CAS Survey Results
N/A						

What do the data indicate in regard to strengths, weaknesses, opportunities for growth and threats to effectiveness?

Faculty/Staff
Table 8: Faculty/Staff Profile and Other Assignments

Faculty Name	Status/Rank	Highest Degree	Area(s) of Responsibility	Teaching Load	Other Assignments
Kathy Anderson	Associate	M.Ed., MLS	Electronic Resources, Serials, Student Success	None	Reference, Bibliographic Instruction, Assessment, Liaison to CIS and Education
Renée C. Clark	Assistant	PhD	Monograph Acquisitions and Processing	None	Reference, Bibliographic Instruction, Liaison to Humanities and Business
D.J. Reece	Assistant	MS	Special Collections Govt Documents UAM Archivist	None	Reference, Bibliographic Instruction, Liaison to Social Sciences
Daniel Boice	Assistant	MA, AMLS	Administration	None	Reference, Bibliographic Instruction, Liaison to Math & Sciences, Nursing; Staying out of the way of staff activities

What significant change, if any, has occurred in faculty during the past academic year?
1. D.J. Reece, our Special Collections Librarian, who began in May of 2018, resigned in May, 2019.
2. Kathy Anderson took over our Electronic Services, but resigned in June, 2019, to assume the library directorship at Philander Smith College.

List/briefly describe notable staff recognition, achievements/awards, and/or service activities during the past academic year.

Faculty Scholarly Activity
- Kathy Anderson:
UAM ERZ English workshop, June 11, 2019
Moderated a panel discussion at the 2019 conference of the Arkansas Historical Association
Was a panelist at UAPB National Library Week conference, April 9, 2019

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- Renée Chérie Clark
  - Received the Early Career Scholarship to attend the Association of College & Research Libraries biennial conference in Cleveland
  - With Dr Kay Walter, "The Luxury of a LibGuide," *Arkansas Libraries*, Fall-Winter 2018, pp 16-17.
  - Displays and Facebook pages for Black-Owned Businesses

- Daniel Boice:
  - Editorial Committee for Catholic Library Association (includes being a juror for the *Catholic Library World*)
  - Numerous book reviews for *CLW*.
  - Paper on "The History of Arkansas Book Publishing" presented at Arkansas Library Association Annual Conference in September, 2018, and a revised version at South Arkansas Literary Festival, April, 2019

Notable Faculty or Faculty/Service Projects
- Kathy Anderson:
  - UAM: CASAA (through October 2018)
    - Judicial Board
    - Fall Move-In Day volunteer
    - Winthrop Rockefeller Distinguished Lecture Series Committee
      - (Chair, January 2018 to June 2019)
    - General Education Committee
    - Library Search Committees
    - Clothes Closet Committee member
    - Search Committee for Vice Chancellor for Student Engagement
    - Web Content Management committee
    - Committee on Committees member

  - Community: Arkansas Historical Association : Member of the Board of Trustees
    - Afro-American Historical & Genealogical Society- Arkansas Chapter Board member
    - Preservation of African American cemeteries: Public Relations Chair
    - Arkansas Library Association All-In Leadership Institute participation

- Renée Chérie Clark:
  - UAM: General Education Committee member

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Fall Move-In Day volunteer
Library Search Committees
Gay Straight Alliance: Faculty Advocate (February 2019 to date)

Community: SEARK Concert Association Board: Member
SE Regional Public Library: Friends of the Library. Member

- D.J. Reece
  UAM: Faculty Equity & Grievance Committee: member
             Gay Straight Alliance: Faculty Advocate (August – January)
             Fall Move-In Day volunteer
             School of Social Work Student Research Symposium: Judge

- Daniel Boice
  - HLC Accreditation Liaison Officer for UAM
  - School of Social Work Student Research Symposium: Judge
  - ARKLink: Secretary (November 2016 to January 2019)
  - Arkansas Library Association: Chair, Strategic Planning Committee (January 2018 to date)
  - SEARK Concert Board Association, Secretary (August 2017 to date)
  - Monticello Economic Development Commission: Strategic Planning Coordinator (May 2017 to date)
  - Monticello Planning Commission: member, Vice Chair (April 2019 to date)

Other Student Success Data
Include any additional information pertinent to this report. Please avoid using student information that is prohibited by FERPA.

Addenda

Addendum 1: UAM Vision, Mission, Core Values, Student Learning Outcomes, and Strategic Plan

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VISION

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The University of Arkansas at Monticello will be recognized as a model, open access regional institution with retention and graduation rates that meet or exceed its peer institutions.

Through these efforts, UAM will develop key relationships and partnerships that contribute to the economic and quality of life indicators in the community, region, state, and beyond.

MISSION

The University of Arkansas at Monticello is a society of learners committed to individual achievement by:
- Fostering a quality, comprehensive, and seamless education for diverse learners to succeed in a global environment;
- Serving the communities of Arkansas and beyond to improve the quality of life as well as generate, enrich, and sustain economic development;
- Promoting innovative leadership, scholarship, and research which will provide for entrepreneurial endeavors and service learning opportunities;
- Creating a synergistic culture of safety, collegiality, and productivity which engages a diverse community of learners.

CORE VALUES

- *Ethic of Care*: We care for those in our UAM community from a holistic perspective by supporting them in times of need and engaging them in ways that inspire and mentor.
- *Professionalism*: We promote personal integrity, a culture of servant leadership responsive to individuals' needs as well as responsible stewardship of resources.
- *Collaboration*: We foster a collegial culture that encourages open communication, cooperation, leadership, and teamwork, as well as shared responsibility.
- *Evidence-based Decision Making*: We improve practices and foster innovation through assessment, research, and evaluation for continuous improvement.
- *Diversity*: We embrace difference by cultivating inclusiveness and respect of both people and points of view and by promoting not only tolerance and acceptance, but also support and advocacy.

STUDENT LEARNING OUTCOMES

-*Communication:* Students will communicate effectively in social, academic, and professional contexts using a variety of means, including written, oral, quantitative, and/or visual modes as appropriate to topic, audience, and discipline.

-*Critical Thinking:* Students will demonstrate critical thinking in evaluating all forms of persuasion and/or ideas, in formulating innovative strategies, and in solving problems.

-*Global Learning:* Students will demonstrate sensitivity to and understanding of diversity issues pertaining to race, ethnicity, and gender and will be capable of anticipating how their actions affect campus, local, and global communities.

-*Teamwork:* Students will work collaboratively to reach a common goal and will demonstrate the characteristics of productive citizens.

STRATEGIC PLAN

1. STUDENT SUCCESS—fulfilling academic and co-curricular needs

 Develop, deliver, and maintain quality academic programs.
o Enhance and increase scholarly activity for undergraduate and graduate faculty/student research opportunities as well as creative endeavors.
o Revitalize general education curriculum.
o Expand academic and degree offerings (technical, associate, bachelor, graduate) to meet regional, state, and national demands.

 Encourage and support engagement in academics, student life, and athletics for well-rounded experience.
o Develop an emerging student leadership program under direction of Chancellor's Office.
o Enhance and increase real world engagement opportunities in coordination with ACT Work Ready Community initiatives.
o Prepare a Student Affairs Master Plan that will create an active and vibrant student culture and include the Colleges of Technology at both Crossett and McGehee.

 Retain and recruit high achieving faculty and staff.
o Invest in quality technology and library resources and services.
o Provide opportunities for faculty and staff professional development.
o Invest in quality classroom and research space.
o Develop a model Leadership Program (using such programs as American Council on Education, ACE and/or Association of American Schools, Colleges, and Universities, AASCU) under the direction of the Chancellor's Office to grow our own higher education leaders for successive leadership planning.
o Create an Institute for Teaching and Learning Effectiveness.

Expand accessibility to academic programs.
o Engage in institutional partnerships, satellite programs, alternative course delivery, and online partnerships with eVersity.
o Create a summer academic enrichment plan to ensure growth and sustainability.
o Develop a model program for college readiness.
o Revitalize general education.
o Coordinate with community leaders in southeast Arkansas to provide student internships, service learning, and multi-cultural opportunities.

2. ENROLLMENT and RETENTION GAINS
 Engage in concurrent enrollment partnerships with public schools, especially in the areas of math transition courses.
 Provide assistance and appropriate outreach initiatives with students (working adults, international, transfers, and diversity) for successful transition.
 Coordinate and promote marketing efforts that will highlight alumni, recognize outstanding faculty and staff, and spotlight student success.
 Develop systematic structures for first year and at-risk students.
 Identify and enhance pipeline for recruiting

3. INFRASTRUCTURE REVITALIZATION and COLLABORATIONS
 Improve Institutional Effectiveness and Resources through participation in a strategic budget process aligned with unit plans and goals for resource allocations.

 Conduct and prepare Economic Impact Studies to support UAM efforts and align program and partnerships accordingly.

 Prepare and update University Master Plan.

 Partner with system and state legislators to maximize funding.

 Increase external funding opportunities that will create a philanthropic culture among incoming students, graduates, and community.
o Increased efforts to earn research and grant funds.
o Creation of philanthropic culture among incoming students, graduates and community.
Collaborating with Athletics Fundraising to maximize synergies.
Create a Growing our Alumni Base Campaign.
o Encourage entrepreneurial opportunities where appropriate.
o Participation in articulation agreements to capitalize on academic and economic resources.

o Partner with communities to address the socio economic, educational, and health and wellness (safety needs) of all citizens.

Addendum 2: Higher Learning Commission Sample Assessment Questions

1. How are your stated student learning outcomes appropriate to your mission, programs, degrees, students, and other stakeholders? How explicitly do major institutional statements (mission, vision, goals) address student learning?
- How well do the student learning outcomes of programs and majors align with the institutional mission?
- How well do the student learning outcomes of general education and co-curricular activities align with the institutional mission?
- How well do course-based student learning outcomes align with institutional mission and program outcomes?
- How well integrated are assessment practices in courses, services, and co-curricular activities?
- How are the measures of the achievement of student learning outcomes established? How well are they understood?

2. What evidence do you have that students achieve your stated learning outcomes?
- Who actually measures the achievement of student learning outcomes?
- At what points in the curriculum or co-curricular activities are essential institutional (including general education), major, or program outcomes assessed?
- How is evidence of student learning collected?
- How extensive is the collection of evidence?

3. In what ways do you analyze and use evidence of student learning?
- Who analyzes the evidence?
- What is your evidence telling you about student learning?
- What systems are in place to ensure that conclusions are drawn and actions taken on the basis of the analysis of evidence?
- How is evidence of the achievement of student learning outcomes incorporated into institutional planning and budgeting?

4. How do you ensure shared responsibility for student learning and assessment of student learning?
- How well integrated are assessment practices in courses, services, and co-curricular activities?
- Who is responsible for the collection of evidence?
- How cross-functional (i.e., involving instructional faculty, Student Affairs, Institutional
- Research, and/or relevant administrators) are the processes for gathering, analyzing, and using evidence of student learning?
- How are the results of the assessment process communicated to stakeholders inside and outside the institution?

5. How do you evaluate and improve the effectiveness of your efforts to assess and improve student learning?
- What is the quality of the information you have collected telling you about your assessment processes as well as the quality of the evidence?
- How do you know how well your assessment plan is working?

6. In what ways do you inform the public about what students learn—and how well they learn it?
- To what internal stakeholders do you provide information about student learning?
- What is the nature of that information?
- To what external stakeholders do you provide information about student learning?
- What is the nature of that information?

Addendum 3: Library Strategic Plan

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University of Arkansas at Monticello
Taylor Library

Strategic Plan, 2016-2019
June 2018 Update

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Goal One: The Library will have a renovated Main Floor that will better serve our community and enhance prospects for student success.
COMPLETE

Goal Two: The Library will strengthen its marketing in order to allow the community to better utilize our resources and services. Research demonstrates that students who visit the library have better retention and graduation rates than those who do not.
Strategies:
2.A.   Increase Social Network presence.
2.A.1. Increase number of Facebook friends.
      Responsibility: Social Network coordinator
      Measures: Number of friends increases by 100% by 2017, 200% by   2019.
       Costs: $150/year
    2.A.2   Explore possibilities of Instagram, Snapchat, Twitter
      Responsibility: Social Network Coordinator

Measure: Set up Snapchat presence by 2019, Instagram by 2018
Costs: $150/year

2.B   Strengthen Marketing Presence

2.B.1   Obtain and train with better hardware and software for visual presentation.
Responsibility: Director
Measure: Have new computer, software
Target: August 2018
Cost: $2,000 for computer
          $300 annually for programs

2.C.   The Library will strengthen its collaboration within the university community.

2.C.1. The Library will work with Student Affairs in its public announcements.

COMPLETE

2.C.2. The Library will work with Student Affairs in establishing a presence in dormitories.
Responsibility: Student Success Librarian
Measure: Little Libraries or other presence in dorms
Target date: July 2019
Cost: None

2.C.3.   Instructional Technology to develop a Library Tab in the Blackboard shell.
      COMPLETED

2.C.4.   The Library will work with Upward Bound to identify and employ students in the Library.

DELETED with demise of Upward Bound

2.C.5. The Library will work with the Athletic Department to publicize our services and encourage use of the Library by Student Athletes
Responsibility: Student Success Librarian
Measure: More library usage by student athletes
Cost: No additional cost

2.C.6.   The Library will develop mobile service, with Librarians going to classrooms or departments as needed
Responsibility: Student Success Librarian

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Measure: Visits to classrooms, department meetings
                    Cost: No additional cost

Goal Three: The Library will strengthen its services to better meet student needs.
                 Strategies:
                 3.A.   We will continually monitor and revise our hours of operation to meet student needs.
                 ONGOING

                 3.B.   We will increase our service and presence on the Main Floor:
                            3.B.1   We will greet all who enter the Library
                            COMPLETE
                            3.B.2   Librarians will walk about the building offering help.
                            COMPLETE

                 3.C.   The Library will update the print collection.
                            Responsibility: Collection Development Librarian, Serials Librarian, Special Collections Librarian
                            Measure: The following areas will be weeded and updates:
                                    Main Floor: by December 2016: COMPLETE
                                    E-F: By July 2018
                                    G-N   By July 2019
                                    P-Z: By July 2020
                                    Special Collections: By July 2020
                                    Bound Periodicals: By December 2016: COMPLETE
                            Cost: Included in the budget

UAM Vision **3.D**.   The Library will update Electronic Resources.
1.3.1   Reponsibility: Electronic Resources Librarian
                          Measure: Increased resources, increased usage
                          Cost: $25,000-$35,000 per year

                 Goal Four: The Library will increase its partnerships with local agencies
                 4.A.   The Library will patronize local businesses in marketing efforts by purchasing gift certificates as appropriate.
                            Responsibility: Library Director

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Measure: Gift certificates purchased
Target: Immediate
Cost: None additional -- $250/year (2.A.1 and 2.A.2)

UAM Vision **4.B.**   The Library will collaborate with local and regional libraries to integrate
1.4.1   information literacy into schools and other programs.

       4.B.1: The Library will work to instruct area teachers of available resources at UAM Library
       Responsibility: Student Success Librarian
       Measure: Workshops and presentations made to groups
       Target: October 2016
       Cost: None

UAM Vision **4.B.2:**   The Library will coordinate consortial activities with regional public and
 1.4.1   academic libraries, to help promote lifelong learning and quality of life.
       Responsibility: Director
       Measure: Quarterly meetings of regional librarians
       Target: June 2017
       Cost: $250/year

       4.C.   The Library will reconsider fees for outside use by the Library in order to increase our visibility and help
       promote the quality of life in Monticello.
       Responsibility: Director
       Measure: Policy studied by Library Committee
       Target: March 2019
       Cost: None

UAM Vision   **Goal Five**
1.3.1   The Special Collections Department will be designated as the Southeast Arkansas   Regional Archives.
       Responsibility: Special Collections Librarian, Library Director

Measure: Official Designation by State
Cost: Unknown