

# **Albin O. Kuhn Library & Gallery**

Strategic Plan (2018-2023) Inventory

**August 2021**

The Library Strategic Implementation Group (LSIG) monitors the implementation of the strategy by proposing projects, prioritizing, planning, developing critical success factors and measures for the strategic focus areas, monitoring and reporting on progress on these areas with stories and measures, and proposing adjustments to the strategy and the methods and tools used as needed.

The Strategic Plan (2018-2023) is available on the Administrative Office's website at:  
<https://library.umbc.edu/admin/>

### **LSIG membership**

Chrisie Cowden (2020- )

Jim Doran (2020- )

Jennifer Fitch (2019- )

Michelle Flinchbaugh (2021- )

Beth Saunders, co-chair (2019- )

Jasmine Shumaker (2020- )

Katy Sullivan, co-chair (2019- )

Marcus Dagold (2019-2020)

Erin Durham (2018-2021)

Lindsey Loeper, co-chair (2018-20)

John Breitmeyer (2018-20)

Tricia Flester (2018-19)

Sharon Anaba (2018-19)

Brian Gilmer (2018-19)

Beck Hertl (2018-19)

Sarah New (2018)

Nett Smith (2018)

James Stephens (2018)

## Abbreviations

A&R	Accounting & Receiving	FM	Facilities Management	LPS	Library Public Services Division
ADM	Library Administrative Offices	FOTL	Friends of the Library	LTS	Library Technical Services Division
ACQ	Acquisitions (Technical Services)	GAL	Gallery	LSIG	Library Strategic Implementation Group
ASC	Academic Success Center	HLWG	Health Literacy Working Group	PRO	Provost's Office
BMS	Bibliographic & Metadata Services (Technical Services)	ILWG	Information Literacy Working Group	REF	Reference & Instruction
CHE	Cheers	ILL	Interlibrary Loan	SER	Serials
CIRC	Circulation	IR	Institutional Repository Working Group	SC	Special Collections
CIDE	Committee on Inclusion, Diversity, and Equity	LA	Library Assembly	TSC	Technology Support Center
COS	Committee on Social Media and Outreach	LEEC	Library Employee Enrichment Committee	USMAI	University System of Maryland and Affiliated Institutions
DML	Digital Media Lab	LEC	Library Executive Council		
		LITS	Library IT Services Division		

# Research & Scholarship

## Strategic Goal 1: Enhance collections and access

Supporting Objectives	FY2021	FY2022	Next Steps for FY2023
<p><i>1.1 Provide a high quality collection of materials and ensure that new acquisitions contribute to the development of a balanced and diverse body of resources</i></p>	<ul style="list-style-type: none"> <li>• Move to phase two weeding project analyze the collection for dated materials and old acquisitions with no circulation history (CIRC)</li> <li>• Continue to reduce backlog of unprocessed and/or duplicate publication materials in Special Collections (SC, CM, BMS)</li> <li>• Continue to process backlog of unprocessed archival collections (SC)</li> <li>• Test the RT for ordering/processing (ACQ) - done and going live</li> <li>• Continue weeding Library General collection and Serials (CM, CIRC, SER, BMS)</li> </ul>	<ul style="list-style-type: none"> <li>• Plan a collections development assessment (CM, ACQ, REF, SC)</li> <li>• Identify duplicate materials in Special Collections for weeding, deaccession, potential sale to benefit collections (SC)</li> <li>• Continue to process backlog of unprocessed archival collections (SC)</li> <li>• Create and implement policy to guide subject librarians in selection of materials for the collection (REF) (see also O&amp;E 3.4)</li> <li>• Provide sustained and ongoing research support to faculty who request it (REF)</li> <li>• Develop Collection Management protocols and best practices that reflect the work needed to maintain a university library collection (BMS, ACQ, REF)</li> </ul>	<ul style="list-style-type: none"> <li>• Create collection development toolkit to streamline and organize collection building documentation, training, and decision making (REF)</li> <li>• Implement weeding, deaccession, and sale of duplicate materials to benefit collections (SC)</li> <li>• Continue to process backlog of unprocessed archival collections (SC)</li> <li>• Continue the cycle of stacks maintenance to provide space to house new acquisitions (CIRC)</li> </ul>

<p><b>1.2 Streamline and improve access to materials by continuously evaluating and improving discovery and delivery</b></p>	<ul style="list-style-type: none"> <li>• Assess the feasibility of using Aeon request and workflow management software in Special Collections (SC, LITS, LEC, USMAI)</li> <li>• Make already-digitized SC materials available in CONTENTdm (BMS, SC)</li> <li>• Explore if content digital lending is appropriate for our collection (CIRC)</li> <li>• Implement curbside loans and returns for contactless access to library materials (CIRC)</li> <li>• Temporarily allow paging of all circulating collections (COVID-19 exception) (CIRC)</li> </ul>	<ul style="list-style-type: none"> <li>• Determine feasibility of using Aeon or identify other request and workflow management software in Special Collections (SC, LITS, LEC, USMAI)</li> <li>• Extend resource sharing by allowing the Media and the Children Science collections to circulate to UMBC and USMAI patrons (CIRC)</li> <li>• Migrate Library Website to WordPress (LITS)</li> <li>• Create priority list and benchmarks for digitization projects (SC, BMS)</li> <li>• Update the design and content of the Library's subject guides (ILWG, REF)</li> <li>• Conduct OER training for subject librarians (REF)</li> <li>• Continue database maintenance in USMAI catalog (BMS)</li> </ul>	<ul style="list-style-type: none"> <li>• Following migration to WordPress, evaluate website usability to inform updating content and organization. (LITS)</li> <li>• Submit proposal to LEC for Implementation of Aeon or other request and workflow management software in Special Collections (SC, LITS, LEC, USMAI)</li> <li>• Integrate the Children Science Collection into the General Collection (CIRC, BMS)</li> </ul>
<p><b>1.3 Fully describe materials in Special Collections, so that patrons both within our institution and external research communities are able to effectively find and utilize these collections</b></p>	<ul style="list-style-type: none"> <li>• Create and implement pilot project to create collection level records for undescribed photography collections (BMS, SC)</li> <li>• Review and complete metadata backlog for digitized collections (BMS, SC)</li> <li>• Create and implement anti-bias description projects (SC, BMS)</li> </ul>	<ul style="list-style-type: none"> <li>• Continued adherence to metadata standards and use of structured data for Special Collections description (BMS, SC)</li> <li>• Finalize first batch of collection level records and finding aids for photography collections (BMS, SC)</li> <li>• Continue to make already-digitized SC</li> </ul>	

		<p>materials available in CONTENTdm (BMS, SC)</p> <ul style="list-style-type: none"> <li>• Continue to implement anti-bias description projects (SC, BMS)</li> </ul>	
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**Strategic Goal 2: Build partnerships**

Supporting Objectives	FY2021	FY2022	Next Steps for FY2023
<i>2.1 Continue our commitment and involvement in USMAI Advisory Groups, Communities of Interest, and Communities of Practice.</i>	<ul style="list-style-type: none"> <li>• Encourage library staff and faculty to actively engage in USM committees and work groups (CIRC, LEEC)</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage library staff and faculty to actively engage in USM committees and work groups (CIRC, LEEC)</li> </ul>	<ul style="list-style-type: none"> <li>• Serve on Subject Matter Team(s) as USM undergoes the process of migrating to a new ILS. (CIRC)</li> </ul>
<i>2.2 Encourage staff to grow and broaden their knowledge so they better serve the ever changing needs of our patrons.</i>	<ul style="list-style-type: none"> <li>• Designate staff development as an expectation for support staff and highlight accomplishments on their annual performance review (CIRC)</li> <li>• Offer financial support to Library Technicians and Specialists to participate in local and state conferences (CIRC, LEEC)</li> <li>• Improve the research appointment service by soliciting patron feedback and creating shared best practices (REF)</li> <li>• Conduct ongoing review of Reference chat service through "scenario play" and discussion of best practices (REF)</li> </ul>	<ul style="list-style-type: none"> <li>• Continue sponsoring the annual Library Staff Day; LEEC to coordinate workshops, webinars and other professional development activities (LEEC)</li> <li>• Submit recommendations for core competencies and standardized training program for staff (DML)</li> <li>• Designate staff development as an expectation for support staff and highlight accomplishments on their annual performance review (CIRC)</li> <li>• Develop core competencies and standardized training program for staff (DML)</li> </ul>	

	<ul style="list-style-type: none"> <li>• Conduct regular “tool talks” to learn about tools, processes, and platforms for online teaching (REF, ILWG)</li> <li>• Continue Library Scholarship Discussion Series with a rotating topic focus and department or committee partnership and expand to campus audience (ILWG)</li> <li>• Each LEC Member co-facilitated an entry in the Library Scholarship Discussion Series during the spring semester (LEC)</li> </ul>	<ul style="list-style-type: none"> <li>• Continue the Library Scholarship Discussion Series, while expanding the topics, partnerships, and audience (ILWG, REF)</li> <li>• Continue to invite library employees to share research and professional accomplishments in Library Assembly (LA)</li> <li>• Create health literacy newsletter (HLWG)</li> <li>• Ensure consistent LSIG leadership through stepped co-chair to chair transfer of role; ensure consistent LSIG representation across Library divisions (LSIG)</li> <li>• Ensure that Circ staff members are serving on work committees or groups (CIRC)</li> <li>• Support staff who are pursuing academic degrees (CIRC)</li> <li>• Continue to notify staff of and encourage participation in upcoming professional development opportunities, including the Library Scholarship Discussion series, and participate in such activities as time permits (LEC)</li> </ul>	
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<p><b>2.3</b> Advocate for consortial purchases which economically increases access to information resources and the rapid delivery of these resources</p>		<ul style="list-style-type: none"> <li>• Continue work with Digital Lifecycle Management Interest Group (DLMIG) to Investigate consortial purchases for digital preservation and collection systems such as Aeon, Preservica (or similar) (SC, LITS)</li> <li>• Participate in consortial purchases or take advantage of consortial pricing when we renew or purchase resources (ACQ, SER, ADM)</li> <li>• Continue to participate in consortial purchases or take advantage of consortial pricing when we renew or purchase resources (ACQ, SER, ADM)</li> </ul>	
<p><b>2.4</b> Grow our relationships within UMBC by developing open communication with the research centers, student groups, academic departments and other campus entities</p>	<ul style="list-style-type: none"> <li>• Created a “Value Proposition” document outlining the values and benefits to the campus of the Library &amp; Gallery, and shared this document with all staff and with the Office of Institutional Advancement (LEC)</li> <li>• Updated the funding priorities document created in November 2019 and shared it with OIA and all staff (LEC)</li> <li>• Reassess borrowing policies to eliminate those that are punitive in nature yet add no value to the library (CIRC)</li> <li>• Offer services that build customer relations and promote the library as a desired campus destination</li> </ul>	<ul style="list-style-type: none"> <li>• Sustain and develop campus partnerships with the Academic Success Center, IES, Health Services, ResLife, Counseling Center (and more) to plan and present campus events (COS)</li> <li>• Invite faculty, departments, non-academic units, and student groups to tour DML (DML)</li> <li>• Continue discussions with OIA on the value of the Library &amp; Gallery and how we can secure internal and external funding to meet our organizational goals (LEC)</li> <li>• Use the “Value Proposition”</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss and plan additional activities to make Library &amp; Gallery staff more aware of OIA resources and how they might work with us to raise funds (LEC)</li> </ul>

	<p>(CIRC)</p> <ul style="list-style-type: none"> <li>• Develop and implement outreach strategies to connect with departments and research centers across campus; identify desired, measurable outcomes (SC)</li> <li>• Health literacy speaker series (HLWG)</li> <li>• Promote non-library events and trainings to library staff when related to issues of diversity, equity, and inclusion (CIDE)</li> <li>• Create coordinated displays, programs, and events that draw from the library's resources and partner with other campus departments (CIDE) (see also T&amp;L 2.2)</li> <li>• Develop a formal "case for support" that can be used when approaching campus groups about potential partnerships (LEC) (see also O&amp;E 1.2)</li> <li>• Regularly deliver a presentation to University Senate on Library resources, financial challenges, and potential for partnerships to benefit students (LEC) (see also O&amp;E 1.2)</li> <li>• The Library Director made a report to the University Senate in on library resources and services and our response during COVID-19 (LEC)</li> </ul>	<p>as a starting point for conversations with other strategic campus partners to support our mission (LEC)</p> <ul style="list-style-type: none"> <li>• Communicate with the Senate to make a library report an annual occurrence, and seek additional opportunities to speak to the University Senate regarding our work, resources, and strategic priorities (LEC)</li> <li>• Invite OIA staff to regular meetings to discuss fundraising priorities and prospects and involve staff in ongoing discussions of the funding priorities list and future updates to it (LEC) (see also O&amp;E 1.2)</li> <li>• Develop a plan for targeted and on-demand workshops about DML spaces and equipment (DML)</li> <li>• Continue to develop and implement outreach strategies to connect with departments and research centers across campus (SC)</li> <li>• Reassess borrowing policies to eliminate those that are punitive in nature yet add no value to the library (CIRC)</li> <li>• Offer services that build customer relations and promote the library as a desired campus destination (CIRC)</li> <li>• Build sustainable partnerships with the Graduate School,</li> </ul>	
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		<p>scholars programs, research centers, and other specialized programs on campus. (REF, ILWG)</p> <ul style="list-style-type: none"><li>• Continue to invite campus groups and representatives to attend and present at Library Assembly meetings (LA)</li><li>• Sustain and develop campus partnerships with the Academic Success Center, International Students and Scholars Services, Health Services, ResLife, Counseling Center, the Writing Center (and others) to plan and promote campus events (COS, REF)</li><li>• Collaborate with University Health Services for opportunities to improve health literacy (infographics and Peer Health Educators) (HLWG)</li><li>• Promote non-library events and trainings to library staff when related to issues of diversity, equity and inclusion (CIDE)</li><li>• Create coordinated displays, programs and events that draw from the library's resources and partner with other campus divisions (CIDE) (see also T&amp;L 2.2)</li><li>• Vote in favor of USM-AI's Subgroup for Access Services proposal to disable fines on items in the general collection (CIRC)</li></ul>	
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**Strategic Goal 3: Showcase scholarship and creative achievements**

Supporting Objectives	FY2021	FY2022	Next Steps for FY2023
<p><b>3.1</b> Using <i>ScholarWorks@UMBC</i>, promote and preserve the UMBC community's creative and intellectual achievement</p>	<ul style="list-style-type: none"> <li>Investigate ORCID in conjunction with other UMBC units. Prepare for outreach and develop resources to support adoption of ORCID. Work with MDSOAR Governance Group on investigating use of ORCID API with DSpace. (IR)</li> </ul>	<ul style="list-style-type: none"> <li>Promote ORCID adoption and integration with campus systems such as Digital Measures; investigate means of integrating ORCID with MD-SOAR. (IR, LITS)</li> <li>Create a public facing web presence for Digital Scholarship Services with links to Libguides (IR, LITS)</li> <li>Complete Libguide on research data management. Create Libguide on data analysis and visualization (IR, LITS)</li> <li>Develop a proposal and project plan for introducing a potential rights retention policy to UMBC (IR, LITS)</li> </ul>	<ul style="list-style-type: none"> <li>Continue to lead partnership for UMBC's ORCID membership (LITS)</li> <li>Continue promoting ORCID by incorporating information into outreach materials and initiatives (LITS, REF, SC)</li> <li>Complete and post the Digital Scholarship (IR) Services webpage (IR)</li> <li>Conduct outreach on ORCID, the faculty database, and the Research Data Libguide (IR)</li> <li>Collect example rights retention policies from other libraries and compile them on a wiki (IR)</li> <li>Interview other libraries about their rights retention policies (IR)</li> <li>Write a one-page executive summary of rights retention policies at other universities and discuss with the Provost's Office and Campus Council (IR)</li> <li>Prepare a presentation on rights retention policies at other universities and present to Library Assembly (IR)</li> </ul>

<p><b>3.2 Encourage community members to display their creations within the gallery, rotunda, and other library spaces.</b></p>		<ul style="list-style-type: none"> <li>• Targeted outreach to encourage use of the Library Rotunda or Special Collections display for campus groups and instruction (GAL, SC)</li> <li>• Collect, highlight, and celebrate the work and research of faculty, students and staff through programming and collection building (REF, ILWG)</li> </ul>	<ul style="list-style-type: none"> <li>• Plan, promote and/or host events highlighting faculty research through presentations and other methods (REF, ILWG, SC, LEEC, COS)</li> </ul>
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**Strategic Goal 4: Provide technological support for research endeavors**

Supporting Objectives	FY2021	FY2022	Next Steps for FY2023
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<p><b>4.1</b> <i>Be aware of technological advances that improve access and utilization of our resources</i></p>	<ul style="list-style-type: none"> <li>• Complete update of ContentDM layout (LITS, SC)</li> <li>• Review and complete user-friendly and appealing redesign of GAL website (LITS, GAL)</li> <li>• Working with the Digital Preservation Interest Group, pursue training opportunities, identify requirements at individual and consortial levels, and assess digital preservation management systems (e.g., Preservica) to recommend for consortial purchase (LITS, SC, LEC, USMAI)</li> <li>• Explore and apply to additional grant funding opportunities for digitization equipment/ projects (SC, LITS, BMS)</li> </ul>	<ul style="list-style-type: none"> <li>• Use data acquired on collection management systems review to select new DAMS (LITS, SC)</li> <li>• Review and complete user-friendly and appealing redesign of SC website (SC, LITS)</li> <li>• Explore and apply to additional grant funding opportunities for digitization equipment/ projects (SC, LITS, BMS)</li> <li>• Continue working with the Digital Preservation Interest Group, pursue training opportunities, identify requirements at individual and consortial levels, and assess digital preservation management systems (e.g., Preservica) to recommend for consortial purchase (LITS, SC, LEC, USMAI)</li> <li>• Stay abreast of enhancements to ARES, and integrate applicable advances when processing course reserves (CIRC)</li> </ul>	<ul style="list-style-type: none"> <li>• Continue working with the Digital Lifecycle Management Preservation Interest Group, pursue training opportunities, identify requirements at individual and consortial levels, and assess digital preservation management systems (e.g., Preservica) to recommend for consortial purchase (LITS, SC, LEC, USMAI)</li> <li>• Continue to apply to additional grant funding opportunities for digitization equipment/ projects (SC, LITS, BMS)</li> <li>• Recommend digital preservation management system for consortial purchase (LITS, SC, LEC, USMAI)</li> <li>• Draft proposal to hire a dedicated Digital Archivist position (SC)</li> </ul>
<p><b>4.2</b> <i>Provide the technology that patrons need to develop their ideas into a completed project.</i></p>	<ul style="list-style-type: none"> <li>• Annually gather feedback from patrons (CIRC, LITS)</li> </ul>	<ul style="list-style-type: none"> <li>• Annually gather feedback from patrons (CIRC, LITS)</li> <li>• Develop a questionnaire on what the UMBC community wants from the DML, working with the Patron Survey Team as appropriate (DML, LITS)</li> <li>• Gather input from currently enrolled students on technology as part of planning</li> </ul>	<ul style="list-style-type: none"> <li>• Annually gather feedback from patrons (CIRC, LITS)</li> </ul>

## Teaching & Learning

### Strategic Goal 1: Integrate information literacy into the UMBC curriculum

Supporting Objectives	FY2021	FY2022	Next Steps for FY2023
<p><i>1.1 The Library and its staff will provide timely, ongoing, and meaningful integration of information literacy concepts and skills into course curricula in order to help students seek, discover, and evaluate sources of information.</i></p>	<ul style="list-style-type: none"> <li>• Develop set of objectives and resources to integrate information literacy program into remote instruction sessions (SC)</li> <li>• Provide core research workshops in an online format (synchronous or asynchronous) (ILWG, REF)</li> <li>• Provide library instruction fully online (synchronous or asynchronous) while the campus is closed (REF)</li> <li>• Convert library content for campus orientations to fully online format (REF)</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to develop set of objectives and resources to integrate information literacy program into remote instruction sessions (SC)</li> <li>• Update and revise lesson plan and activities for first year experience courses (REF)</li> <li>• Maintain and update programmatic objectives to guide teaching program (ILWG)</li> <li>• Adapt library instruction to address the variety of teaching modalities offered on campus, including online, in-person, and hyflex (REF)</li> <li>• Adapt campus orientation methods and materials to meet the needs of the evolving campus orientation practices (REF)</li> <li>• Introducing health literacy concepts and competencies (HLWG)</li> </ul>	<ul style="list-style-type: none"> <li>• Update core library research tutorials (ILWG, REF)</li> <li>• Assess level of information literacy integration across academic departments (REF)</li> </ul>

<p><b>1.2</b> In order to expand our existing information literacy programs and services, we seek additional staffing and advocacy to key administrators and departments across campus.</p>	<ul style="list-style-type: none"> <li>• Hire, train and onboard additional Reference &amp; Instruction Librarian (REF)</li> </ul>		
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**Strategic Goal 2: Improve teaching practices and cultural competencies**

Supporting Objectives	FY2021	FY2022	Next Steps for FY2023
<p><b>2.1</b> Librarians will hone effective pedagogical practices by engaging with reflective teaching, active learning, and critical pedagogy.</p>	<ul style="list-style-type: none"> <li>• Identify and create subject LibGuides to increase engagement with SC materials with emphasis on remote accessibility (SC)</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain peer coaching program and virtual tool tutorials for all instruction librarians (ILWG)</li> <li>• Host instruction and active learning skillshare open to all Library faculty and staff (ILWG)</li> <li>• Maintain and develop portfolios to enhance reflective teaching practices and collect teaching materials (ILWG)</li> <li>• Hold regular reviews and updates of research LibGuides (ILWG)</li> <li>• Continue to Identify and create subject LibGuides to increase engagement with SC materials (SC)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and adopt evaluation practices for information literacy instruction to maintain reflective teaching practices (ILWG)</li> <li>• Continue developing Create the foundation for a curriculum map for library instruction (ILWG)</li> </ul>
<p><b>2.2</b> The Library will create opportunities for its faculty, staff, and students to develop cultural competencies and inclusive values through training and open</p>	<ul style="list-style-type: none"> <li>• Created and shared a Black Lives Matter online guide with library employee anti-racist reading and viewing recommendations (COS)</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous and systematic planning of activities for all library employees (LEEC)</li> <li>• Create new Black Lives Matter online guides with library</li> </ul>	

<i>discussion.</i>	<ul style="list-style-type: none"> <li>• Create coordinated displays, programs, and events that draw from the library's resources and partner with other campus departments (CIDE) (see also T&amp;L 2.2)</li> </ul>	<p>employee anti-racist reading and viewing recommendations as needed (LibGuide, etc.) (COS)</p> <ul style="list-style-type: none"> <li>• Promote ongoing LSIG programs for greater participation (High Five, Event Outreach Form, Equity-minded goal-setting resources (LSIG)</li> <li>• Create coordinated displays, programs and events that draw from the library's resources and partner with other campus departments (CIDE)</li> </ul>	
<b>2.3</b> <i>The Library will prioritize an increase in staffing and staff development in this area in order to serve and support UMBC's evolving teaching and research.</i>	<ul style="list-style-type: none"> <li>• As vacancies arise, reassess the needs of the department, project future services and formulate job descriptions to onboard new staff who are able to meet these needs as identified (CIRC)</li> </ul>	<ul style="list-style-type: none"> <li>• As vacancies arise, reassess the needs of the department, project future services and formulate job descriptions to onboard new staff who are able to meet these needs as identified (CIRC)</li> </ul>	

**Strategic Goal 3: Strengthen the services that support academic success and lifelong learning**

<b>Supporting Objectives</b>	<b>FY2021</b>	<b>FY2022</b>	<b>Next Steps for FY2023</b>
<b>3.1</b> <i>The Library will strengthen its ties to campus support services and University System of Maryland groups to ensure that patrons have access to the most relevant resources.</i>	<ul style="list-style-type: none"> <li>• Extend resource sharing of closed stacks materials – Children Science Collection (CIRC)</li> <li>• Coordinate with campus disability office to strengthen disability access to campus users (ILL)</li> </ul>	<ul style="list-style-type: none"> <li>• Continue participation in USMAI Digital Preservation Working Group (SC)</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate the Children Science Collection into the General Collection (CIRC, LTS)</li> </ul>

**3.2** *The Library promotes and supports information needs by providing access to Library spaces, collections, and services for patrons of all backgrounds and abilities*

- Implement a feedback forum for students and faculty to share services they would like to see us implement (CIRC)
- Continue to develop digital content through social media and library website to increase outreach and access among outside researchers (SC)
- Continue to grow the library social media followers and actively post on Instagram, Twitter, and Facebook, as well as collaborate with campus accounts (COS)
- Coordinate, design, and share an orientation resource for first-year students (COS)
- Conduct a review of existing best practices for reference/instruction services for online and hybrid courses (REF, ILWG)
- Implemented virtual reference chat for SC; assess impact and long-term feasibility (SC)
- Support and transition to searchable pdf article delivery to enhance patron accessibility (ILL)
- Work with Internet Archive to increase access to e-books

- Continue to grow the library social media followers and actively post on Instagram, Twitter, and Facebook, as well as collaborate with campus accounts (COS)
- Continue to develop digital content through social media and library website to increase outreach and access among outside researchers; emphasis on blog posts, online exhibits (SC)
- Incorporate virtual reference chat into on-campus SC activities; offer expanded remote reference; adjust reading room open hours in response to COVID and budget constraints (SC)
- Research and formalize a User Accessibility/Data Privacy policy including privacy, security, intellectual property, and digitized materials (ILL)
- Explore the process of borrowing e-books from lending libraries (ILL)
- Redesign the website to create a more user friendly process and experience for patrons submitting and receiving ILL requests (ILL)
- Revisit the feedback forum to gather information on services patrons would like to see us

- Continue to grow the library social media followers and actively post on Instagram, Twitter, and Facebook, as well as collaborate with campus accounts (COS) (see also O&E 2.1)

	for patrons with visual disabilities (ILL)	implement or adjust their delivery method (CIRC)	
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## Organization & Effectiveness

**Strategic Goal 1: Secure funding needed to support our vision**

Supporting Objectives	FY2021	FY2022	Next Steps for FY2023
<p><i>1.1 Budget must be supplemented and expanded to support the campus' projected growth.</i></p>	<ul style="list-style-type: none"> <li>Request one-time funding to purchase a book return bin to place near the Walker Ave apartments (CIRC)</li> <li>Continue to identify and apply strategically to grant funding opportunities for digitization initiatives (LITS, SC, BMS)</li> <li>Identify and apply strategically to grant funding opportunities to support Library Gallery programming and educational outreach (GAL)</li> <li>Where possible, continue to utilize endowed funds to support processing biological sciences collections (SC)</li> </ul>	<ul style="list-style-type: none"> <li>Where possible, continue to utilize endowed funds to support processing collections (SC)</li> <li>Continue to identify and apply strategically to grant funding opportunities for digitization initiatives (LITS, SC, BMS)</li> <li>Identify and apply for grant for a preservation assessment/cataloging of Photography Collections (SC)</li> <li>Review budget history for Library Gallery and submit proposal to LEC to increase funding (GAL, LEC, ADM)</li> <li>Revisit discussions of a half- or full-time development officer position (LEC)</li> <li>Continue to identify and apply strategically to grant funding opportunities to support Library Gallery programming and educational outreach (GAL)</li> <li>Work with the Business Manager and Student</li> </ul>	

		Supervisors to devise innovative ways to attract and fund student labor (CIRC)	
<b>1.2</b> <i>Library must seek donors through the campus capital campaign and other sources.</i>	<ul style="list-style-type: none"> <li>• Develop a formal “case for support” that can be used when approaching campus groups about potential partnerships (LEC) (see also R&amp;S 2.4)</li> <li>• Regularly deliver a presentation to University Senate on Library resources, financial challenges, and potential for partnerships to benefit students (LEC) (see also R&amp;S 2.4)</li> </ul>	<ul style="list-style-type: none"> <li>• Reactivate and empower the Friends of the Library to support Library wide funding initiatives. (SC, FOTL, LEC)</li> <li>• Propose SC/GAL projects for Gritstarter campaign and/or campus Giving Day (SC, GAL)</li> <li>• Develop fundraising campaign for 50th anniversary of Special Collections (SC)</li> <li>• Invite OIA staff to regular meetings to discuss fundraising priorities and prospects and involve staff in ongoing discussions of the funding priorities list and future updates to it (LEC) (see also R&amp;S 2.4)</li> </ul>	<ul style="list-style-type: none"> <li>• Implement fundraising campaign for 50th anniversary of Special Collections (SC)</li> <li>• Continue work towards goals outlined in the Friends of the Library &amp; Gallery planning group proposal (LEC)</li> </ul>
<b>1.3</b> <i>Library will petition the campus to add a Library fee or similar.</i>			
<b>1.4</b> <i>Library will prioritize grant funding for new and existing services, spaces, technologies, and staffing.</i>		<ul style="list-style-type: none"> <li>• Revisit the proposal to create a Grants Advisory Working Group, establish a group charge, and seek group members (LEC)</li> <li>• Apply for grants to support staff development activities (LEEC)</li> </ul>	<ul style="list-style-type: none"> <li>• Secure grant funding and develop programming for the spotlight grant series (ILWG)</li> <li>• Continue the work of the Grants Advisory Working Group as established in FY22 (LEC)</li> </ul>

**Strategic Goal 2: Develop a branding and marketing strategy**

Supporting Objectives	FY2021	FY2022	Next Steps for FY2023
<p><i>2.1 Create a consistent brand for the Library that will tie together our web presence, marketing efforts, outreach endeavors, and all other published materials.</i></p>	<ul style="list-style-type: none"> <li>● Promote library events and services through social media, digital signage posts, flyers, and actively seek to grow social media followers (COS)</li> <li>● Create a process to market and promote library workshops (COS)</li> <li>● Began assembling and drafting a Library &amp; Gallery Annual Report (LEC)</li> <li>● Update and/or create Library research presence on BlackBoard Ultra (ILWG)</li> <li>● Update and share the COSMO style guide with library staff (COS)</li> <li>● Created the Value Proposition and Outreach &amp; Communication Plan (LEC)</li> <li>● Library &amp; Gallery website and other branding has been aligned with campus branding guidelines, and the website has been refreshed to follow University color palette and branding (LEC)</li> </ul>	<ul style="list-style-type: none"> <li>● Advocate for a full-time communication and outreach coordinator staff position (LEC)</li> <li>● Design and distribute new promotional brochure (SC, GAL)</li> <li>● After consultation with Communications/OIA and with feedback from staff, draft a brand concept (LEC)</li> <li>● Create a process to market and promote library workshops (COS)</li> <li>● Lead activities for staff on using the Outreach &amp; Communication Plan to create messaging to campus and external audiences (LEC)</li> <li>● Develop and procure Library outreach materials (e.g., brochures, giveaways) to use with a variety of events and programs (LEC)</li> <li>● Complete the inaugural Library &amp; Gallery Annual Report and share with staff for feedback. Distribute the finished report to campus and external audiences, as appropriate. (LEC)</li> </ul>	<ul style="list-style-type: none"> <li>● Continue to grow the library social media followers and actively post on Instagram, Twitter, and Facebook, as well as collaborate with campus accounts (COS) (see also T&amp;L 3.2)</li> <li>● Review and update Outreach &amp; Communication Plan biannually or as needed (LEC)</li> <li>● Create and distribute FY23 annual report. Refine processes for making the annual report a recurring piece of the Library &amp; Gallery's overall outreach and communication strategy. (LEC)</li> </ul>
<p><i>2.2 Collaborate with campus Public Relations in order to strongly connect with the campus and the public sector.</i></p>		<ul style="list-style-type: none"> <li>● Secure funding commitment to sponsor LEEC workshops and seminars; continue to fund and support the annual Library Staff Day (LEEC)</li> </ul>	

2.3 Staff positions and hours will be allocated to branding and marketing functions.			
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**Strategic Goal 3: Provide an environment for staff opportunity and growth**

Supporting Objectives	FY2021	FY2022	Next Steps for FY2023
<p><b>3.1 Staff development funds must be equitably allocated, and staff achievements must be recognized and rewarded.</b></p>	<ul style="list-style-type: none"> <li>• Provide training on working and communicating in a diverse environment (LEEC, CIDE)</li> <li>• Gathered professional development requests from their units at the beginning of FY21 to allow for year-long planning (LEC)</li> <li>• Regularly identified and shared training opportunities with staff (LEC, LEEC)</li> </ul>	<ul style="list-style-type: none"> <li>• Continue process to allocate unused professional development funds (LEC, LEEC)</li> <li>• Provide training on working and communicating in a diverse environment (LEEC, CIDE)</li> <li>• Request transparency of the professional development budget and implement ways for nonexempt staff to utilize this funding (LEEC)</li> </ul>	
<p><b>3.2 New communication channels will be opened to allow for information to travel quickly and appropriately.</b></p>	<ul style="list-style-type: none"> <li>• Continue to produce Annual Reports (SC)</li> <li>• Created, disseminated, and reviewed all-staff Fall 2020 Library Assembly survey (LA)</li> <li>• Created Outreach &amp; Communication Plan to improve communication within the Library &amp; Gallery and shared it with staff (LEC)</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation phase for metrics dashboard (LSIG, LITS)</li> <li>• Develop and distribute an Annual Report of COSMOs work (COS)</li> <li>• Use student employees interdepartmentally; Students Supervisors Group to create a training and orientation program for library student employees (LPS)</li> <li>• Continue to produce Annual Reports (SC)</li> <li>• Encourage increased use of myUMBC group to build an</li> </ul>	<ul style="list-style-type: none"> <li>• Review and update Outreach &amp; Communication Plan biannually or as needed (LEC)</li> </ul>

		<p>archival record of library communication (LA)</p> <ul style="list-style-type: none"> <li>• Lead activities for staff on using the Outreach &amp; Communication Plan to create messaging to campus and external audiences (LEC)</li> </ul>	
<p><b>3.3</b> Guidelines will be regularly reviewed and updated to accurately reflect changing procedures and policies.</p>	<ul style="list-style-type: none"> <li>• Continue summer skills training for Circulation and Media staff (CIRC, DML)</li> <li>• Provide clarification of copyright laws to faculty and staff as they pertain to course reserves (CIRC)</li> <li>• Continue review/update of all Special Collections guidelines and procedures (SC)</li> <li>• Revise Special Collections usage and visitor forms (SC)</li> <li>• Formalize CIDE's best practices for library search committees and provide regular updates (CIDE, LEC, LSIG)</li> <li>• Review and update <i>Guideline 126: Meetings</i> as needed to support virtual meetings. (LEC)</li> <li>• Develop guideline for loaning Library technology for remote work (LEC)</li> <li>• Develop new section of <i>Guideline 400: Library Emergency Response Plan</i> to address pandemic closures (LEC)</li> </ul>	<ul style="list-style-type: none"> <li>• Continue summer skills training for Circulation and Media staff (CIRC, DML)</li> <li>• Complete review and revisions of accession and processing guidelines (SC)</li> <li>• Implement online form for Reading Room registration (SC)</li> <li>• Provide clarification of copyright laws to faculty and staff as they pertain to course reserves (CIRC)</li> <li>• Explore developing a formal staff mentoring program for library employees (CIDE)</li> <li>• Create deaccession guidelines and manual (SC)</li> <li>• Revise the Library's Code of Conduct in order to be more equitable and student focused (CIDE, ADM)</li> <li>• Explore developing a formal staff mentoring program for library employees (CIDE)</li> <li>• Work with DoIT / LITS to identify the ideal tool and best practices for storing</li> </ul>	<ul style="list-style-type: none"> <li>• Review and solicit feedback for the Library's Code of Conduct in order to be more equitable and student focused (CIDE)</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop continuity of service plan for Library (LEC)</li> <li>• Modernize and update Library Assembly by-laws to reflect current library needs (LA)</li> </ul>	<p>departmental files (CIRC)</p> <ul style="list-style-type: none"> <li>• Provide regular updates for the library's hiring guide and recruitment form (CIDE, LEC)</li> </ul>	
<p><b>3.4</b> <i>Look to other, similar institutions to determine whether there are more advantageous ways of organizing Library services</i></p>	<ul style="list-style-type: none"> <li>• Create a policy for remote ILL users</li> <li>• Teleworking educational series (HLWG)</li> <li>• Produce and share a summary report of the Campus Closure Feedback Survey (LSIG)</li> </ul>	<ul style="list-style-type: none"> <li>• Create and implement a policy to guide subject librarians in the selection of materials for the collection (REF) (see also R&amp;S 1.1)</li> <li>• Continue to use student employees interdepartmentally (ILL, CIRC, REF)</li> <li>• Redesign the faculty services web page (REF)</li> <li>• Investigate a policy for remote ILL users including the mailing of books and physical items directly to patrons (ILL)</li> <li>• Research and share with LEC recommendations for new five-year Library Strategic Plan, with support from Library Assembly (LSIG)</li> </ul>	

## Spaces & Technology

### Strategic Goal 1: Develop flexible, accessible spaces

Supporting Objectives	FY2021	FY2022	Next Steps for FY2023
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<p><b>1.1</b> It is imperative that in all library spaces accessibility be at the forefront of design considerations.</p>	<ul style="list-style-type: none"> <li>Relocated Assistive Technology Rooms to a more accessible location. (LITS, UMBC SDS)</li> <li>Standardized availability and use of ABBYY for OCR in ILL and e-Reserves workflows (LITS, CIRC, ILL)</li> <li>Research and compile recommendations to LEC re: GAL facilities and security including: lighting, environmental controls [VESDA system], use policies, and funding sources (ADM, LEC, GAL)</li> </ul>	<ul style="list-style-type: none"> <li>Submit recommendations to LEC and Facilities management re: GAL facilities and security including: lighting, environmental controls [VESDA system], UV filtering (GAL)</li> <li>Have a recurring RT to remind DoIT to enable access to the RLC by newly admitted students (CIRC, LITS)</li> <li>1.1 Identify shelter in place areas and ensure that they are highlighted on the building's floor plan (CIRC, LEC)</li> </ul>	
<p><b>1.2</b> We will ensure that spaces are flexible and varied to meet the expectations of differing users and the exigencies of future trends</p>		<ul style="list-style-type: none"> <li>Pilot a "One Desk" shared service point on the first floor (CIRC, REF, DML)</li> </ul>	
<p><b>1.3</b> Flexibility will allow students to build their own preferred spaces around their own learning styles for both collaborative and individual learning needs</p>			

**Strategic Goal 2: Foster creativity and collaboration**

Supporting Objectives	FY2021	FY2022	Next Steps for FY2023
<p><b>2.1</b> We will expand and enhance the existing creative and collaborative spaces within the library.</p>	<ul style="list-style-type: none"> <li>Propose a Graduate Study Room (CIRC)</li> <li>Create more collaborative smart spaces for students (CIRC, ADM)</li> <li>Integrate DML into ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Propose a Graduate Study Room (CIRC)</li> <li>Propose a redesign of the basement to allow for a study commons (CIRC, LEC, REF)</li> </ul>	<ul style="list-style-type: none"> <li>Investigate additional instruction space in the library (ILWG)</li> </ul>

	<p>planning for an Innovation Lab (DML)</p>	<ul style="list-style-type: none"> <li>• Develop plan to expand DML space into existing, underutilized spaces (DML)</li> <li>• Develop a targeted social media/ spotlight plan, working with COSMO as appropriate (DML)</li> <li>• Develop the physical and virtual Library as a community space (or third place), providing opportunities and resources beyond traditional library offerings (REF)</li> </ul>	
<p><b>2.2</b> <i>The Library will strive to provide mixed use spaces to encourage collaboration while continuing to provide space for individual learning.</i></p>		<ul style="list-style-type: none"> <li>• Redesign and refurbish study rooms to comply with post COVID-19 protocols for group activities (CIRC, LEC)</li> <li>• Create pods where there is sufficient lighting and stable Wi-Fi for patrons to participate in virtual meetings (CIRC, LEC)</li> </ul>	

**Strategic Goal 3: Plan for regular updates**

Supporting Objectives	FY2021	FY2022	Next Steps for FY2023
<p><b>3.1</b> <i>The Library will continually assess space and technology needs, utilization, and condition.</i></p>	<ul style="list-style-type: none"> <li>• Acquire flexible smart workstations for Circulation Staff to be able to work collaboratively while maintaining social distancing. (CIRC)</li> <li>• Update and maintain a virtual study room for campus and explore</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate the examination of and discussion around creating more equitable spaces in the Library (CIDE)</li> <li>• Develop a prioritized list of spaces for updating/renovation/redesign.</li> </ul>	<ul style="list-style-type: none"> <li>• Reassess Reference Room public workspace on the first floor (REF, CIRC)</li> <li>• Facilitate the examination of and discussion around creating more equitable spaces in the Library (CIDE)</li> </ul>

	<p>creation of virtual group study rooms (REF)</p> <ul style="list-style-type: none"> <li>Define where support for new technologies fits within Library fundraising goals (LEC)</li> <li>Worked with OIA to establish a list of naming opportunities throughout the Library &amp; Gallery, and updated the list of funding priorities created in November 2019 (LEC)</li> </ul>	<p>Work together to design, plan, and schedule updates to these spaces as funds permit (LEC)</p>	
<p><b>3.2</b> <i>Our space will remain flexible in order to implement practical renovations and redesigns when needed.</i></p>		<ul style="list-style-type: none"> <li>Relocated Leisure Reading collection to the space in front of the reference collection to increase visibility and usage (REF)</li> </ul>	
<p><b>3.4</b> <i>As technology needs and interests change, we will address those changes throughout library spaces by assessing equipment and infrastructure.</i></p>	<ul style="list-style-type: none"> <li>Acquire additional self-checkout stations for the library (ADM, LITS, CIRC)</li> <li>Purchase and support technology to aid remote work (LEC, LITS)</li> </ul>	<ul style="list-style-type: none"> <li>Build IT and Computer Security awareness among library employees; In collaboration with DoIT, deploy tools to help support protection of data and system security. (LITS)</li> </ul>	

**Strategic Goal 4: Assess and improve staff spaces**

Supporting Objectives	FY2021	FY2022	Next Steps for FY2023
<p><b>4.1</b> <i>Staff work areas need to allow for collaboration as well as individual productivity.</i></p>	<ul style="list-style-type: none"> <li>Redesign Circulation Department area to maximize floor space and accommodate the merged desk pilot and social distancing. (CIRC)</li> </ul>		
<p><b>4.2</b> <i>We will also ensure flexibility in new and existing staff spaces in order to accommodate changing workflows.</i></p>	<ul style="list-style-type: none"> <li>Advocate for reorganization of Special Collections Reading Room and staff desk layout to improve accessibility, staff safety, and utility; identify funding (SC, ADM,</li> </ul>	<ul style="list-style-type: none"> <li>Continue to advocate for reorganization of Special Collections Reading Room and staff desk layout to improve accessibility, staff</li> </ul>	

	<p>LEC)</p> <ul style="list-style-type: none"><li>● Identify and create workspace for Processing Archivist (SC, ADM)</li><li>● Teleworking educational series (HLWG)</li></ul>	<p>safety, and utility; identify funding (SC, ADM, LEC)</p> <ul style="list-style-type: none"><li>● Investigate opportunities to expand on-site storage and off-site storage through Maryland State Archives for SC materials (eg. Baltimore Sun, oversized artworks)(SC)</li></ul>	
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