

Albin O. Kuhn Library & Gallery

Strategic Plan (2018-2023) Inventory

February 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-)

Erin Durham (2018-)

Jennifer Fitch (2019-)

Beth Saunders, co-chair (2019-)

Jasmine Shumaker (2020-)

Katy Sullivan, co-chair (2019-)

Marcus Dagold (2019-2020)

Lindsey Loeper, co-chair (2018-20)

John Breitmeyer (2018-20)

Tricia Flester (2018-19)

Sharon Anaba (2018-19)

Brian Gilmer (2018-19)

Bec 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	FY2020	FY2021	Next Steps for FY2022-2023
<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"> Review and update Special Collections collecting policy based on ongoing library-wide collections development assessments; add born-digital collecting policy; implemented and published to website (SC) Built into Special Collections collecting policy an emphasis on inclusion of underrepresented groups within collections (SC) Created master processing plan spreadsheet with priorities and benchmarks to address substantial backlog of unprocessed and/or duplicate materials in Special Collections (SC) Continue to reduce backlog of unprocessed and/or duplicate publication materials in Special Collections (SC, CM, BMS) Continue weeding Library General collection and Serials (CM, CIRC, SER, BMS) Gather usage statistics for serials to be used for subscription evaluations (SER) Create a new material ordering form/process (ACQ) Coordinate the development of a lending ESL collection for ELI students and the campus community (REF) 	<ul style="list-style-type: none"> Move to phase two weeding project analyze the collection for dated materials and old acquisitions with no circulation history (CIRC) Continue to reduce backlog of unprocessed and/or duplicate publication materials in Special Collections (SC, CM, BMS) Continue to process backlog of unprocessed archival collections (SC) Create and implement a policy to guide subject librarians in the selection of materials for the collection (REF) (see also O&E 3.4) Provide sustained and ongoing research support to faculty who request it (REF) Test the RT for ordering/processing (ACQ) Continue weeding Library General collection and Serials (CM, CIRC, SER, BMS) 	<ul style="list-style-type: none"> Plan a collections development assessment (CM, ACQ, REF, SC) Identify duplicate materials in Special Collections for weeding, deaccession, potential sale to benefit collections (SC) Continue to process backlog of unprocessed archival collections (SC)

	<ul style="list-style-type: none"> ● Implement paging of the Media Collection (CIRC) 		
<p>1.2 Streamline and improve access to materials by continuously evaluating and improving discovery and delivery</p>	<ul style="list-style-type: none"> ● Continue database maintenance in USMAI catalog (BMS) ● Renegotiate e-book contracts (BMS, ADM) ● Use an ERMS to manage serials subscriptions (SER) ● Implement a course reserves system that integrates with Blackboard and allows faculty to post and students to retrieve course reserves materials via Blackboard. (CIRC) ● Determine Library's plan for developing and sustaining OA and OER support to faculty and librarians on campus (REF) 	<ul style="list-style-type: none"> ● Assess the feasibility of using Aeon or other request and workflow management software in Special Collections (SC, LITS, LEC, USMAI) ● Make already-digitized SC materials available in CONTENTdm (BMS, SC) ● Explore if content digital lending is appropriate for our collection (CIRC) ● Implement curbside loans and returns for contactless access to library materials (CIRC) ● Temporarily allow paging of all circulating collections (COVID-19 exception) (CIRC) ● Update the design and content of the Library's subject guides (ILWG, REF) ● Continue database maintenance in USMAI catalog (BMS) 	<ul style="list-style-type: none"> ● Submit proposal to LEC for Implementation of Aeon or other request and workflow management software in Special Collections (SC, LITS, LEC, USMAI) ● Extend resource sharing by allowing the Media and the Children Science collections to circulate to UMBC and USMAI patrons (CIRC) ● Migrate Library Website to WordPress (LITS) ● Create priority list and benchmarks for digitization projects (SC, BMS)
<p>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</p>	<ul style="list-style-type: none"> ● Submit proposal to LEC for new Archivist position in Special Collections to address substantial backlog of unprocessed and/or duplicate materials in Special Collections completed (SC) 	<ul style="list-style-type: none"> ● Create and implement pilot project to create collection level records for undescribed photography collections (BMS, SC) ● Review and complete metadata backlog for digitized collections (BMS, SC) ● Create and implement anti-bias description projects (SC, BMS) 	<ul style="list-style-type: none"> ● Continued adherence to metadata standards and use of structured data for Special Collections description (BMS, SC) ● Finalize first batch of collection level records and finding aids for photography collections (BMS, SC) ● Continue to implement anti-bias description projects (SC, BMS)

Strategic Goal 2: Build partnerships

Supporting Objectives	FY2020	FY2021	Next Steps for FY2022-2023
<p><i>2.1 Continue our commitment and involvement in USMAI Advisory Groups, Communities of Interest, and Communities of Practice.</i></p>		<ul style="list-style-type: none"> Library staff and faculty to actively engage in USM committees and work groups (CIRC, LEEC) 	<ul style="list-style-type: none"> Library staff and faculty to actively engage in USM committees and work groups (CIRC, LEEC)
<p><i>2.2 Encourage staff to grow and broaden their knowledge so they better serve the ever changing needs of our patrons.</i></p>	<ul style="list-style-type: none"> Continue Library Scholarship Discussion Series with a rotating topic focus and department or committee partnership and expand to campus audience (ILWG) Identify and implement cross-training of specialized skills within department (SC) Drafted and submitted to LEC recommendations for ongoing/ future DML staffing needs (DML) Submit reorganization of department responsibilities and duties with updated position descriptions to LEC (SC) 	<ul style="list-style-type: none"> Designate staff development as an expectation for support staff and highlight accomplishments on their annual performance review (CIRC) Offer financial support to Library Technicians and Specialists to participate in local and state conferences (CIRC, LEEC) Improve the research appointment service by soliciting patron feedback and creating shared best practices (REF) Conduct ongoing review of Reference chat service through “scenario play” and discussion of best practices (REF) Conduct regular “tool talks” to learn about tools, processes, and platforms for online teaching (REF, ILWG) Implement Health literacy article discussion (HLWG, ILWG) Create Health literacy newsletter (HLWG) 	<ul style="list-style-type: none"> Continue sponsoring the annual Library Staff Day; LEEC to coordinate workshops, webinars and other professional development activities (LEEC) Submit recommendations for core competencies and standardized training program for staff (DML) Designate staff development as an expectation for support staff and highlight accomplishments on their annual performance review (CIRC) Develop core competencies and standardized training program for staff (DML)

		<ul style="list-style-type: none"> ● Implement Teleworking educational series (HLWG) ● Continue Library Scholarship Discussion Series with a rotating topic focus and department or committee partnership and expand to campus audience (ILWG) ● Participate in the Library Scholarship Discussion Series by presenting one or more articles on effective partnerships (LEC) ● Invite library employees to share research and professional accomplishments in Library Assembly (LA) 	
<p>2.3 <i>Advocate for consortial purchases which economically increases access to information resources and the rapid delivery of these resources</i></p>	<ul style="list-style-type: none"> ● Participate in consortial purchases or take advantage of consortial pricing when we renew or purchase resources (ACQ, SER, ADM) 	<ul style="list-style-type: none"> ● Continue to participate in consortial purchases or take advantage of consortial pricing when we renew or purchase resources (ACQ, SER, ADM) 	<ul style="list-style-type: none"> ● Investigate consortial purchases for Aeon, Preservica (or similar) (SC, LITS)
<p>2.4 <i>Grow our relationships within UMBC by developing open communication with the research centers, student groups, academic departments and other campus entities</i></p>	<ul style="list-style-type: none"> ● Sustain and develop campus partnerships with the Academic Success Center, IES, LRC, Health Services, ResLife, Counseling Center (and more) to plan and present campus events (COS) ● Create a streamlined process to generate, host, and expand partnerships for workshops (ILWG) ● Invite OIA to an LEC meeting to formalize out work together and discuss fundraising priorities; share with Library staff (LEC) 	<ul style="list-style-type: none"> ● Finalize a formal “case for support” that can be used when approaching campus groups about potential partnerships; share with OIA (LEC) ● Reassess borrowing policies to eliminate those that are punitive in nature yet add no value to the library (CIRC) ● Offer services that build customer relations and promote the library as a desired campus destination (CIRC) ● Develop and implement outreach strategies to connect with departments and research centers across campus; identify desired, measurable outcomes (SC) 	<ul style="list-style-type: none"> ● 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) ● Invite faculty, departments, non-academic units, and student groups to tour DML (DML) ● Discuss and plan additional activities to make Library & Gallery staff more aware of OIA resources and potential fundraising partnerships (LEC) ● Develop a plan for targeted and on-demand workshops about DML

		<ul style="list-style-type: none"> • Sustain and develop campus partnerships with the Academic Success Center, IES, LRC, Health Services, ResLife, Counseling Center, the Writing Center (and more) to plan and present campus events (COS, REF) • Build sustainable partnerships with the Graduate School, scholars programs, research centers, and other specialized programs on campus. (REF, ILWG) • Health literacy speaker series (HLWG) • Promote non-library events and trainings to library staff when related to issues of diversity, equity, and inclusion (CIDE) • Create coordinated displays, programs, and events that draw from the library's resources and partner with other campus departments (CIDE) (see also T&L 2.2) • Invite campus groups and representatives to attend and present at Library Assembly meetings (LA) • Develop a formal "case for support" that can be used when approaching campus groups about potential partnerships (LEC) • Regularly deliver a presentation to University Senate on Library resources, financial challenges, and potential for partnerships to benefit students (LEC) 	<p>spaces and equipment (DML)</p> <ul style="list-style-type: none"> • Continue to develop and implement outreach strategies to connect with departments and research centers across campus (SC) • Reassess borrowing policies to eliminate those that are punitive in nature yet add no value to the library (CIRC) • Offer services that build customer relations and promote the library as a desired campus destination (CIRC)
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Strategic Goal 3: Showcase scholarship and creative achievements

Supporting Objectives	FY2020	FY2021	Next Steps for FY2022-2023
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<p>3.1 Using ScholarWorks@UMBC, promote and preserve the UMBC community's creative and intellectual achievement</p>	<ul style="list-style-type: none"> Continue developing resources and outreach materials to support faculty and librarians in use of ScholarWorks, Open Access (OA) and Open Educational Resources (REF, IR) (see also R&S 1.2) Digital Scholarship Services Librarian created a LibGuide on open access and Digital Scholarship Service Wiki page (IR) 	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> Promote ORCID adoption; investigate means of integrating ORCID with MD-SOAR. (IR, LITS) Create a public facing web presence for Digital Scholarship Services with links to Libguides (IR, LITS) Complete Libguide on research data management. Create Libguide on data analysis and visualization (IR, LITS) Develop a proposal and project plan for introducing a potential rights retention policy to UMBC (IR, LITS)
<p>3.2 Encourage community members to display their creations within the gallery, rotunda, and other library spaces.</p>	<ul style="list-style-type: none"> Host Faculty Research exhibit and reception in the Library Rotunda; event held October 2019 (LSIG, REF, SC) Create a systematic approach to collect, highlight, and celebrate the work of faculty research (REF) 	<ul style="list-style-type: none"> Plan, promote and/or host events highlighting faculty research through presentations and other methods (COS, ILWG, LEEC, REF, SC) Collect, highlight, and celebrate the work and research of faculty, students and staff through programming and collection building (REF, ILWG, SC) 	<ul style="list-style-type: none"> Targeted outreach to encourage use of the Library Rotunda or Special Collections display for campus groups and instruction (GAL, SC) Plan, promote and/or host events highlighting faculty research through presentations and other methods (ILWG, COS) Collect, highlight, and celebrate the work and research of faculty, students and staff through programming and collection building (ILWG)

Strategic Goal 4: Provide technological support for research endeavors

Supporting Objectives	FY2020	FY2021	Next Steps for FY2022-2023
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<p>4.1 <i>Be aware of technological advances that improve access and utilization of our resources</i></p>	<ul style="list-style-type: none"> • Review and select appropriate camera/ scanning set-up to digitize photography collections. Purchased Epson 12000XL scanner and applied for CLIR digitization grant to purchase overhead camera (LITS, SC) • Complete update of CONTENTdm migration is scheduled for August 2020 and will provide a responsive website, effective on any mobile device (LITS, SC, BMS) • Completed Ares implementation and its interface within Blackboard (CIRC) 	<ul style="list-style-type: none"> • Complete update of ContentDM layout (LITS, SC) • Review and complete user-friendly and appealing redesign of GAL website (LITS, GAL) • 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) • Explore and apply to additional grant funding opportunities for digitization equipment/ projects (SC, LITS, BMS) • Implement teleworking educational series (HLWG) 	<ul style="list-style-type: none"> • Use data acquired on collection management systems review to select new DAMS (LITS, SC) • Review and complete user-friendly and appealing redesign of SC website (SC, LITS) • Explore and apply to additional grant funding opportunities for digitization equipment/ projects (SC, LITS, BMS) • Submit proposal to hire a dedicated Digital Archivist position (SC) • 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)
<p>4.2 <i>Provide the technology that patrons need to develop their ideas into a completed project.</i></p>	<ul style="list-style-type: none"> • Annually gather feedback from patrons; complete laptop and innovation lab surveys (CIRC, LITS) 	<ul style="list-style-type: none"> • Annually gather feedback from patrons (CIRC, LITS) 	<ul style="list-style-type: none"> • Annually gather feedback from patrons (CIRC, LITS) • Develop a questionnaire on what the UMBC community wants from the DML, working with the Patron Survey Team as appropriate (DML, LITS)

Teaching & Learning

Strategic Goal 1: Integrate information literacy into the UMBC curriculum

Supporting Objectives	FY2020	FY2021	Next Steps for FY2022-2023
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<p>1.1 <i>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"> • Develop set of objectives and resources to integrate information literacy program into Reading Room instruction sessions (SC) • Maintain and update programmatic objectives to guide teaching program (ILWG) 	<ul style="list-style-type: none"> • Develop set of objectives and resources to integrate information literacy program into remote instruction sessions (SC) • Provide core research workshops in an online format (synchronous or asynchronous) (ILWG, REF) • Provide library instruction fully online (synchronous or asynchronous) while the campus is closed (REF) • Convert library content for campus orientations to fully online format (REF) • Introducing health literacy concepts and competencies (HLWG) • Maintain and update programmatic objectives to guide teaching program (ILWG) 	<ul style="list-style-type: none"> • Assess level of information literacy integration across academic departments (REF) • Update and revise lesson plan and activities for first year experience courses (REF) • Update core library research tutorials (ILWG, REF) • Continue to develop set of objectives and resources to integrate information literacy program into remote instruction sessions (SC)
<p>1.2 <i>In order to expand our existing information literacy programs and services, we seek additional staffing and advocacy to key administrators and departments across campus.</i></p>	<ul style="list-style-type: none"> • Transition and implement Reference and Instruction Archivist position (SC) 	<ul style="list-style-type: none"> • Hire, train and onboard additional Reference & Instruction Librarian (REF) 	

Strategic Goal 2: Improve teaching practices and cultural competencies

Supporting Objectives	FY2020	FY2021	Next Steps for FY2022-2023
<p>2.1 <i>Librarians will hone effective pedagogical practices by engaging with reflective teaching, active learning, and critical pedagogy.</i></p>	<ul style="list-style-type: none"> • Identify and create subject LibGuides to increase engagement with SC materials (SC) • Host instruction and active learning skillshare open to all Library faculty and staff (ILWG) 	<ul style="list-style-type: none"> • Identify and create subject LibGuides to increase engagement with SC materials with emphasis on remote accessibility (SC) • Host instruction and active learning skillshare open to all Library faculty and 	<ul style="list-style-type: none"> • Develop and adopt evaluation practices for information literacy instruction to maintain reflective teaching practices (ILWG) • Create the foundation for a curriculum map of library

	<ul style="list-style-type: none"> ● Maintain and develop portfolios to enhance reflective teaching practices and collect teaching materials (ILWG) ● Hold regular reviews and updates of subject LibGuides (ILWG) 	<p>staff (ILWG)</p> <ul style="list-style-type: none"> ● Maintain and develop portfolios to enhance reflective teaching practices and collect teaching materials (ILWG) ● Hold regular reviews and updates of research LibGuides (ILWG) 	<p>instruction (ILWG)</p> <ul style="list-style-type: none"> ● Maintain peer coaching program and virtual tool tutorials for all instruction librarians (ILWG) ● Continue to Identify and create subject LibGuides to increase engagement with SC materials (SC)
<p>2.2 <i>The Library will create opportunities for its faculty, staff, and students to develop cultural competencies and inclusive values through training and open discussion.</i></p>		<ul style="list-style-type: none"> ● Created and shared a Black Lives Matter online guide with library employee anti-racist reading and viewing recommendations (COS) ● Create coordinated displays, programs, and events that draw from the library's resources and partner with other campus departments (CIDE) (see also T&L 2.2) 	<ul style="list-style-type: none"> ● Continuous and systematic planning of activities for all library employees (LEEC)
<p>2.3 <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></p>		<ul style="list-style-type: none"> ● 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) 	<ul style="list-style-type: none"> ● 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)

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

Supporting Objectives	FY2020	FY2021	Next Steps for FY2022-2023
<p>3.1 <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></p>	<ul style="list-style-type: none"> ● Create a streamlined process to generate and host workshops (ILWG) ● Participation in USMAI Digital Preservation Working Group (SC) ● Implemented Ares to modernize our course reserves service (CIRC) ● Participate in USM's Media Lending Program (CIRC) 	<ul style="list-style-type: none"> ● Extend resource sharing of closed stacks materials – Children Science Collection (CIRC) 	

<p>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</p>	<ul style="list-style-type: none"> • Continue to grow the library social media followers and actively post on Instagram, Twitter, and Facebook, as well as collaborate with campus accounts (COS) • Improve access to serials through relocation and updates to arrangement and signage (SER) • Develop digital content through social media and library website to increase outreach and access among outside researchers (SC) 	<ul style="list-style-type: none"> • 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) • Implement virtual reference chat for SC; assess impact and long-term feasibility (SC) 	<ul style="list-style-type: none"> • Continue to grow the library social media followers and actively post on Instagram, Twitter, and Facebook, as well as collaborate with campus accounts (COS) • Update, improve, and share orientation resource for first-year students (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)
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Organization & Effectiveness

Strategic Goal 1: Secure funding needed to support our vision

Supporting Objectives	FY2020	FY2021	Next Steps for FY2022-2023
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<p>1.1 Budget must be supplemented and expanded to support the campus' projected growth.</p>	<ul style="list-style-type: none"> • Transitioned management of the annual contract archivist position to full-time MSAC position (SC) • Identify and apply strategically to grant funding opportunities for digitization initiatives (LITS, SC, BMS) • Received Charlesmead grant funding and departmental support for Library Gallery programming and educational outreach (GAL) • Received grant to fund digital preservation assessment (SC) 	<ul style="list-style-type: none"> • Request one-time funding to purchase a book return bin to place near the Walker Ave apartments (CIRC) • Continue to identify and apply strategically to grant funding opportunities for digitization initiatives (LITS, SC, BMS) • Identify and apply strategically to grant funding opportunities to support Library Gallery programming and educational outreach (GAL) • Where possible, continue to utilize endowedCBSA funds to support processing biological sciences collections (SC) • Continue to advocate with OIA for the hiring of half- or full-time development officer for the Library & Gallery (LEC, LSIG) 	<ul style="list-style-type: none"> • Where possible, continue to utilize endowed funds to support processing collections (SC) • Continue to identify and apply strategically to grant funding opportunities for digitization initiatives (LITS, SC, BMS) • Identify and apply for grant for a preservation assessment/cataloging of Photography Collections (SC) • Review budget history for Library Gallery and submit proposal to LEC to increase funding (GAL, LEC, ADM) • Continue to identify and apply strategically to grant funding opportunities to support Library Gallery programming and educational outreach (GAL)
<p>1.2 Library must seek donors through the campus capital campaign and other sources.</p>	<ul style="list-style-type: none"> • Developed a value proposition and shared with Library staff (LEC) • Form a Task Group of Library & Gallery staff to revitalize Friends of the Library & Gallery as a fundraising resource. Approve suggested edits to MOU and Bylaws. (LEC) 	<ul style="list-style-type: none"> • Finalize a formal "case for support" that can be used when approaching campus groups about funding (LEC) 	<ul style="list-style-type: none"> • Reactivate and empower the Friends of the Library to support Library wide funding initiatives. (SC, FOTL, LEC) • Propose SC/GAL projects for Gritstarter campaign and/or campus Giving Day (SC, GAL) • Develop fundraising campaign for 50th anniversary of SC (SC)
<p>1.3 Library will petition the campus to add a Library fee or similar.</p>	<ul style="list-style-type: none"> • Suspended work on proposed Library fee (LSIG) 		

<p>1.4 Library will prioritize grant funding for new and existing services, spaces, technologies, and staffing.</p>		<ul style="list-style-type: none"> Secure grant funding and develop programming for the spotlight grant series (ILWG) 	<ul style="list-style-type: none"> Secure grant funding and develop programming for the spotlight grant series (ILWG) Form Grants Advisory Working Group to guide Library & Gallery activities related to grant-seeking, including identifying sources of funding, educating staff, documenting processes, etc (LEC)
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Strategic Goal 2: Develop a branding and marketing strategy

Supporting Objectives	FY2020	FY2021	Next Steps for FY2022-2023
<p>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.</p>	<ul style="list-style-type: none"> Promote library events and services through social media, digital signage posts, flyers, and actively seeks to grow social media followers (COS) Create a process to market and promote library workshops (COS, ILWG) Define the value proposition for the Library & Gallery (LEC) Develop and procure Library outreach materials (e.g., brochures, giveaways) for use with a variety of events and programs (LEC) 	<ul style="list-style-type: none"> Promote library events and services through social media, digital signage posts, flyers, and actively seek to grow social media followers (COS) Create a process to market and promote library workshops (COS) Create and distribute an annual report for the Library & Gallery (LEC) Update and/or create Library research presence on BlackBoard Ultra (ILWG) Update and share the COSMO style guide with library staff (COS) Develop an external communication plan (LEC) 	<ul style="list-style-type: none"> Advocate for a full-time communication and outreach coordinator staff position (LEC) Design and distribute new promotional brochure (SC, GAL) After consultation with Communications/OIA and with feedback from staff, draft a brand concept (LEC)
<p>2.2 Collaborate with campus Public Relations in order to strongly connect with the campus and the public sector.</p>	<ul style="list-style-type: none"> Ongoing strengthening of relationship with Institutional Advancement and Public Relations (SC, GAL) Establish Friends of the Library Speaker series; event held October 2019 (COSMO, LSIG) 		<ul style="list-style-type: none"> Secure funding commitment to sponsor LEEC workshops and seminars; continue to fund and support the annual Library Staff Day (LEEC) Plan and prepare for future Friends of the Library Speaker events (COS)

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

Supporting Objectives	FY2020	FY2021	Next Steps for FY2022-2023
<p>3.1 Staff development funds must be equitably allocated, and staff achievements must be recognized and rewarded.</p>	<ul style="list-style-type: none"> • Provide all Library faculty and staff with interim reports stating amount of professional development funds available in fiscal year (ADM) • Develop and document a formal process for requesting professional development expenditures (LEC) 	<ul style="list-style-type: none"> • Provide training on working and communicating in a diverse environment (LEEC, CIDE) • Encourage and support staff to fully utilize professional development funds each year (LEC) 	<ul style="list-style-type: none"> • Develop process to allocate unused professional development funds (LEC) • Develop process to identify and share training opportunities with staff (LEC) • Conduct environmental scan for best practices relating to professional development in libraries (LEC)
<p>3.2 New communication channels will be opened to allow for information to travel quickly and appropriately.</p>	<ul style="list-style-type: none"> • Completed a comprehensive report about the DML's use and statistics (DML) 	<ul style="list-style-type: none"> • Continue to produce Annual Reports (SC) • Encourage increased use of myUMBC group to build an archival record of library communication (LA) • Created, disseminated, and reviewed all-staff Fall 2020 Library Assembly survey (LA) 	<ul style="list-style-type: none"> • Implementation phase for metrics dashboard (LSIG, LITS) • Develop and distribute an Annual Report of COSMOs work (COS) • Use student employees interdepartmentally; Students Supervisors Group to create a training and orientation program for library student employees (LPS) • Develop an Internal Communication Plan to improve communication within the Library & Gallery, including how LEC will distribute updates on changes, priorities, and news (LEC) • Continue to produce Annual Reports (SC)

<p>3.3 <i>Guidelines will be regularly reviewed and updated to accurately reflect changing procedures and policies.</i></p>	<ul style="list-style-type: none"> ● Continue review/update of all Special Collections guidelines and procedures (SC) ● Revised implementation of copyright laws as they pertain to course Reserve and obtained approval from Campus Legal Council (CIRC) ● Revised Guideline 622: <i>Teleworking and Other Work Activities Outside the Library</i> (LEC) 	<ul style="list-style-type: none"> ● Continue summer skills training for Circulation and Media staff (CIRC, DML) ● Provide clarification of copyright laws to faculty and staff as they pertain to course reserves (CIRC) ● Continue review/update of all Special Collections guidelines and procedures (SC) ● Revise Special Collections usage and visitor forms (SC) ● Formalize CIDE's best practices for library search committees and provide regular updates (CIDE, LEC, LSIG) ● Review and update <i>Guideline 126: Meetings</i> as needed to support virtual meetings. (LEC) ● Develop guideline for loaning Library technology for remote work (LEC) ● Develop new section of <i>Guideline 400: Library Emergency Response Plan</i> to address pandemic closures (LEC) ● Develop continuity of service plan for Library (LEC) ● Modernize and update Library Assembly by-laws to reflect current library needs (LA) 	<ul style="list-style-type: none"> ● Continue summer skills training for Circulation and Media staff (CIRC, DML) ● Complete review and revisions of accession and processing guidelines (SC) ● Implement online form for Reading Room registration (SC) ● Provide clarification of copyright laws to faculty and staff as they pertain to course reserves (CIRC) ● Explore developing a formal staff mentoring program for library employees (CIDE) ● Create deaccession guidelines and manual (SC) ● Revise the Library's Code of Conduct in order to be more equitable and student focused (CIDE, ADM)
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<p>3.4 Look to other, similar institutions to determine whether there are more advantageous ways of organizing Library services</p>	<ul style="list-style-type: none"> • Implemented new Reading Room hours and continue to review practices (SC) • Continued work on Library statistics dashboard project (LSIG) 	<ul style="list-style-type: none"> • Continue to use student employees interdepartmentally (ILL, CIRC, REF) • Create a policy for remote ILL users • Create and implement a policy to guide subject librarians in the selection of materials for the collection (REF) (see also R&S 1.1) • Teleworking educational series (HLWG) 	
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Spaces & Technology

Strategic Goal 1: Develop flexible, accessible spaces

Supporting Objectives	FY2020	FY2021	Next Steps for FY2022-2023
<p>1.1 It is imperative that in all library spaces accessibility be at the forefront of design considerations.</p>	<ul style="list-style-type: none"> • Updates to fire alarms and security alarm panels completed (GAL) 	<ul style="list-style-type: none"> • Relocated Assistive Technology Rooms to a more accessible location. (LITS, UMBC SDS) • 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) 	<ul style="list-style-type: none"> • Submit recommendations to LEC and Facilities management re: GAL facilities and security including: lighting, environmental controls [VESDA system], UV filtering (GAL)
<p>1.2 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"> • Implemented new guidelines for use of GAL space for campus events (GAL) 		<ul style="list-style-type: none"> • Pilot a “One Desk” shared service point on the first floor (CIRC, REF, DML)
<p>1.3 Flexibility will allow students to build their own preferred spaces around their own learning styles for both collaborative and</p>			

<i>individual learning needs</i>			
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Strategic Goal 2: Foster creativity and collaboration

Supporting Objectives	FY2020	FY2021	Next Steps for FY2022-2023
<i>2.1 We will expand and enhance the existing creative and collaborative spaces within the library.</i>	<ul style="list-style-type: none"> Integrate DML into ongoing planning for an Innovation Lab (DML) 	<ul style="list-style-type: none"> Propose a Graduate Study Room (CIRC) Create more collaborative smart spaces for students (CIRC, ADM) Integrate DML into ongoing planning for an Innovation Lab (DML) 	<ul style="list-style-type: none"> Propose a Graduate Study Room (CIRC) Propose a redesign of the basement to allow for a study commons (CIRC, LEC, REF) Develop plan to expand DML space into existing, underutilized spaces (DML) Investigate additional instruction space in the library (ILWG) Develop a targeted social media/spotlight plan, working with COSMO as appropriate (DML) Develop the Library as a community space (or third place), providing opportunities and resources beyond traditional library offerings (REF)
<i>2.2 The Library will strive to provide mixed use spaces to encourage collaboration while continuing to provide space for individual learning.</i>			<ul style="list-style-type: none"> Redesign and refurbish study rooms to comply with post COVID-19 protocols for group activities (CIRC, LEC) 2021

Strategic Goal 3: Plan for regular updates

Supporting Objectives	FY2020	FY2021	Next Steps for FY2022-2023
3.1 <i>The Library will continually assess space and technology needs, utilization, and condition.</i>	<ul style="list-style-type: none"> Evaluate and revise current tutorials and quick-start guides - completed (DML) Withdraw equipment that is under-utilized and replace with newer models - completed (DML) Develop prioritized list of spaces in need of updating, renovation, or redesign (LEC) Plan for use of available spaces (LEC) Work with OIA to identify naming opportunities (LEC) Replaced library 'kiosk' machines with Chromeboxes for increased reliability and simpler administration (LITS) 	<ul style="list-style-type: none"> Acquire flexible smart workstations for Circulation Staff to be able to work collaboratively while maintaining social distancing. (CIRC) Update and maintain a virtual study room for campus and explore creation of virtual group study rooms (REF) Define where support for new technologies fits within Library fundraising goals (LEC) Adapt to the pandemic virtual space by utilizing virtual modes of communication and event planning (COS) 	<ul style="list-style-type: none"> Continued participation in campus-wide Library renewal committees through Phase I and Design stages (LEC) Reassess Reference Room public workspace on the first floor (REF, CIRC) Revise the Library's Code of Conduct in order to be more equitable and student focused (CIDE) Facilitate the examination of and discussion around creating more equitable spaces in the Library (CIDE)
3.2 <i>Our space will remain flexible in order to implement practical renovations and redesigns when needed.</i>	<ul style="list-style-type: none"> Submitted proposal for redesign of CIRC desk and staff spaces (CIRC, LEC, LSIG) 		
3.4 <i>As technology needs and interests change, we will address those changes throughout library spaces by assessing equipment and infrastructure.</i>	<ul style="list-style-type: none"> Move imaging process to DoIT's SCCM server, for better coordination with DoIT and increased campus support (LITS) 	<ul style="list-style-type: none"> Acquire additional self-checkout stations for the library (ADM, LITS, CIRC) Purchase and support technology to aid remote work (LEC, LITS) 	<ul style="list-style-type: none"> 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)

Strategic Goal 4: Assess and improve staff spaces

Supporting Objectives	FY2020	FY2021	Next Steps for FY2022-2023
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<p>4.1 Staff work areas need to allow for collaboration as well as individual productivity.</p>	<ul style="list-style-type: none"> ● Redesign Circulation Department area to maximize floor space and accommodate extra staff. (CIRC) 	<ul style="list-style-type: none"> ● Redesign Circulation Department area to maximize floor space and accommodate the merged desk pilot and social distancing. (CIRC) 	
<p>4.2 We will also ensure flexibility in new and existing staff spaces in order to accommodate changing workflows.</p>	<ul style="list-style-type: none"> ● Proposed potential reorganization of Special Collections Reading Room and staff desk layout to improve accessibility, staff safety, and utility; identify funding (SC, ADM, LEC) 	<ul style="list-style-type: none"> ● Advocate for reorganization of Special Collections Reading Room and staff desk layout to improve accessibility, staff safety, and utility; identify funding (SC, ADM, LEC) ● Investigate off-site storage through Maryland State Archives for SC materials (eg. Baltimore Sun, oversized artworks)(SC) ● Identify and create workspace for Processing Archivist (SC, ADM) ● Teleworking educational series (HLWG) 	<ul style="list-style-type: none"> ● Continue to advocate for reorganization of Special Collections Reading Room and staff desk layout to improve accessibility, staff safety, and utility; identify funding (SC, ADM, LEC)