



Albin O. Kuhn Library & Gallery

Strategic Plan (2018-2023) Inventory

February 2019

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

Sharon Anaba (2018-)
John Breitmeyer (2018-)
Erin Durham (2018-)
Tricia Flester (2018-)
Brian Gilmer (2018-)
Bec Hertl (2018-)
Lindsey Loeper, chair (2018-)

Sarah New (2018)
Nett Smith (2018)
James Stephens (2018)

Abbreviations

A&R	Accounting & Receiving	LRC	Learning Resources Center
ADM	Library Administrative Offices	LA	Library Assembly
ACQ	Acquisitions (Technical Services)	LEEC	Library Employee Enrichment Committee
BMS	Bibliographic & Metadata Services (Technical Services)	LEC	Library Executive Council
CHE	Cheers	LITS	Library IT Services
CIRC	Circulation	MED	Library Media
CM	Collection Management	LSIG	Library Strategic Implementation Group
CIDE	Committee on Inclusion, Diversity, and Equity	PRO	Provost's Office
COS	Committee on Social Media and Outreach	REF	Reference
DML	Digital Media Lab	SER	Serials
FOTL	Friends of the Library	SIGN	Signage Working Group
GAL	Gallery	SC	Special Collections
ILWG	Information Literacy Working Group	TSC	Technology Support Center
ILL	Interlibrary Loan	USMAI	University System of Maryland and Affiliated Institutions
IR	Institutional Repository Working Group	WEB	Web Team

Research & Scholarship

Strategic Goal 1: Enhance collections and access

Supporting Objectives	2017-2018	2018-2019	Next Steps for 2019-2021
<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"> • Address substantial backlog of donated publication material in Special Collections (SC, CM, BMS) • First phase of transition to Library Selectors (CM, ACQ) 	<ul style="list-style-type: none"> • Weed Library General collection and Serials (CM, CIRC, SER, BMS) • Completed transition to Library Selectors (CM, ACQ) • Continued use of purchasing accounts and targeted donor outreach to fill in known gaps in Special Collections holdings with emphasis on inclusion of underrepresented groups (SC) • Creation of master processing plan spreadsheet with priorities and benchmarks to address substantial backlog of unprocessed and/or duplicate materials in Special Collections (SC) • Continued focus to reduce backlog of unprocessed and/or duplicate publication materials in Special Collections (SC, CM, BMS) • Develop a Special Collections Collecting Policy that includes guidelines for deaccessioning (SC) 	<ul style="list-style-type: none"> • Plan and initiate a collections development assessment (CM, ACQ, REF, SC) • Review and update Special Collections collecting policy based on library-wide collections development assessment (SC) • Remove & replace outdated print resources to optimize the utility of the reference collection (REF) • Coordinate the creation of a lending ESL collection for ELI students and the campus community (REF) • Create and implement a policy to guide subject librarians in the selection of materials for the collection (REF) (see also O&E 3.4)

<p>1.2 Streamline and improve access to materials by continuously evaluating and improving discovery and delivery</p>		<ul style="list-style-type: none"> • Database maintenance in USMAI catalog (BMS) • Assess feasibility of using Aeon or other request and workflow management software in Special Collections (SC, LITS) • Provide clarification of ebook acquisition process (CIRC, REF) • Renegotiate e-book contracts (BMS, ADM) 	<ul style="list-style-type: none"> • Implement Aeon or other request and workflow management software in Special Collections (SC, LITS) • Remove outdated print resources (abstracts) superseded by databases (REF) • Develop resources and outreach materials to support faculty and librarians in use of Open Access (OA) and Open Educational Resources (REF) (see also R&S 3.1)
<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"> • Add comics and science fiction pulps to the USMAI catalog; remove records from PastPerfect (BMS, SC) • Pilot project to create collection level records for undescribed photography collections (SC) 	<ul style="list-style-type: none"> • Pilot project to create collection level records for undescribed photography collections (BMS, SC) • Review and complete metadata backlog for digitized collections (BMS, SC) • Create priority list and benchmarks for digitization and processing (SC) 	<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)

Strategic Goal 2: Build partnerships

Supporting Objectives	2017-2018	2018-2019	Next Steps for 2019-2021
<p>2.1 Continue our commitment and involvement in USMAI Advisory Groups, Communities of Interest, and Communities of Practice.</p>		<ul style="list-style-type: none"> • Director serving as USMAI representative to the Maryland Digital Library (ADM) 	

<p>2.2 Encourage staff to grow and broaden their knowledge so they better serve the ever changing needs of our patrons.</p>	<ul style="list-style-type: none"> • Cross-train public service employees to work at either Check Out Desk or Digital Media Lab (CIRC, MED) 	<ul style="list-style-type: none"> • Increased cross-training of specialized skills within department (SC) • Formalize revised organization of department responsibilities and duties (SC) • Cross-training in CIRC and ILL reserve functions (CIRC, ILL) • Pilot program for the Library Scholarship Discussion Series with a focus on critical librarianship (ILWG, CIDE) 	<ul style="list-style-type: none"> • Continue Library Scholarship Discussion Series with a rotating topic focus and department or committee partnership (ILWG, CIDE)
<p>2.3 Advocate for consortial purchases which economically increases access to information resources and the rapid delivery of these resources</p>			
<p>2.4 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"> • Partnered with LRC, Health Services, Res Life, Counseling Center, Off Campus Student Services to provide student events (COS) • Began promoting non-library events and trainings to library staff when related to issues of diversity, equity, and inclusion (CIDE) 	<ul style="list-style-type: none"> • Sustain and develop campus partnerships with LRC, Health Services, ResLife, Counseling Center (and more) to plan and present campus events (COS) • Develop collection development outreach and communication strategies for departmental liaisons/faculty (REF) • Build a sustainable partnership with the Writing Center and LRC in order to better support student learning (REF) • Create a streamlined process to generate and host workshops (ILWG)

Strategic Goal 3: Showcase scholarship and creative achievements

Supporting Objectives	2017-2018	2018-2019	Next Steps for 2019-2021
3.1 Using ScholarWorks@UMBC, promote and preserve the UMBC community's creative and intellectual achievement		<ul style="list-style-type: none"> At the end of 2018, 91% of UMBC's academic departments and all major administrative units and Centers have at least one work in the IR (IR) 	<ul style="list-style-type: none"> Develop 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)
3.2 Encourage community members to display their creations within the gallery, rotunda, and other library spaces.		<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) 	<ul style="list-style-type: none"> Plan, promote and host events highlighting faculty research through presentations and other methods (COS, LEEC, REF, SC) Create a systematic approach to collect, highlight, and celebrate the work of faculty research (REF) Formalize process for identifying new faculty publications to add to the collection (REF)

Strategic Goal 4: Provide technological support for research endeavors

Supporting Objectives	2017-2018	2018-2019	Next Steps for 2019-2021
4.1 Be aware of technological advances that improve access and utilization of our resources	<ul style="list-style-type: none"> Submitted request for purchase of Preservica digital preservation management system (LITS, SC) 	<ul style="list-style-type: none"> Review and resubmit request for purchase of Preservica digital preservation management system (LITS, SC) Review and acquire appropriate camera set-up to digitize photography collections (LITS, SC) 	

		<ul style="list-style-type: none"> Review collection management systems used in Special Collections (LITS, SC) 	
<p>4.2 Provide the technology that patrons need to develop their ideas into a completed project.</p>	<ul style="list-style-type: none"> Developed an internal team that will research and create campus-wide survey about library usage (LSIG) 	<ul style="list-style-type: none"> Survey patrons on their technology use and needs (LSIG) 	

Teaching & Learning

Strategic Goal 1: Integrate information literacy into the UMBC curriculum

Supporting Objectives	2017-2018	2018-2019	Next Steps for 2019-2021
<p>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.</p>		<ul style="list-style-type: none"> Expanded student workshop schedule (REF, ILWG, SC) 	<ul style="list-style-type: none"> Coordinate support for library instructors that work with first-year students. Begin outreach efforts to campus partnerships. (REF) Assess level of information literacy integration across departments (REF) Maintain and update programmatic objectives to guide teaching program (ILWG)
<p>1.2 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>			

Strategic Goal 2: Improve teaching practices and cultural competencies

Supporting Objectives	2017-2018	2018-2019	Next Steps for 2019-2021
<p><i>2.1 Librarians will hone effective pedagogical practices by engaging with reflective teaching, active learning, and critical pedagogy.</i></p>	<ul style="list-style-type: none"> ● Instruction and active learning skillshare open to all Library faculty and staff (ILWG) ● Pilot peer coaching program for instruction librarians (ILWG) 	<ul style="list-style-type: none"> ● Peer coaching program for all instruction librarians focusing on assessment and learning objectives (ILWG) ● Maintain and develop portfolios to enhance reflective teaching practices, collect teaching materials, and create the foundation for a curriculum map (ILWG) 	<ul style="list-style-type: none"> ● Create a comprehensive and multidisciplinary primary source LibGuide (ILWG) ● Regular reviews and updates of subject LibGuides (ILWG) ● Resource and instruction skillshare planned for Summer 2019 (ILWG) ● Establish evaluation rubrics for information literacy instruction to maintain reflective teaching practices (ILWG)
<p><i>2.2 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"> ● Continuous and systematic planning of activities for all library employees (LEEC) 	
<p><i>2.3 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"> ● Hiring of an ILL librarian (ILL, ADM) 	

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

Supporting Objectives	2017-2018	2018-2019	Next Steps for 2019-2021
<p><i>3.1 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"> • Developed 1st floor whiteboard patron questions to gather input from library users (COS) 	<ul style="list-style-type: none"> • Create a streamlined process to generate and host workshops (ILWG)
<p><i>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</i></p>		<ul style="list-style-type: none"> • Increase social media followers: Instagram (+185), Twitter (+169), Facebook (+20) (COS) • Researched best practices for diversity in collection development, identified gaps in Leisure Reading collection, and suggested diverse purchases to fill them (CIDE) 	<ul style="list-style-type: none"> • Continue to grow the library social media followers and actively post on Instagram, Twitter, and Facebook (COS) • Better understand patrons' experiences using the research appointment service in order to develop shared best practices, improve promotion of the service, and improve overall service outcomes (REF)

Organization & Effectiveness

Strategic Goal 1: Secure funding needed to support our vision

Supporting Objectives	2017-2018	2018-2019	Next Steps for 2019-2021
<i>1.1 Budget must be supplemented and expanded to support the campus' projected growth.</i>	<ul style="list-style-type: none"> Secure funding from the Maryland State Arts Council to digitize 100+ audio reels of folklife field recordings (SC) 	<ul style="list-style-type: none"> Supplement decreased student assistant hours with volunteers, interns, and other campus funding (SC) Create a new position for a dedicated Library & Gallery development officer (ADM, LEC, LSIG) Identify grant funding opportunities for a preservation assessment of the Photography collections and for digitization initiatives (ADM, SC) 	<ul style="list-style-type: none"> Transition management of the annual Maryland State Arts Council funded contract archivist position to UMBC (ADM, SC) Apply for grant funding for a preservation assessment of the Photography collections and for digitization initiatives (ADM, SC)
<i>1.2 Library must seek donors through the campus capital campaign and other sources.</i>	<ul style="list-style-type: none"> Review Friends of the Library structure, propose changes, recruit members (SC, FOTL) 	<ul style="list-style-type: none"> Host dedicated event for Library donors and FOTL (GAL, SC, FOTL) 	<ul style="list-style-type: none"> Reactivate and empower the Friends of the Library to support Library wide funding initiatives. (SC, FOTL, LEC)
<i>1.3 Library will petition the campus to add a Library fee or similar.</i>		<ul style="list-style-type: none"> Prepare supporting documentation for petition package, including a survey of peer institutions and access to ACRL Metrics dataset (LSIG) 	<ul style="list-style-type: none"> Consider and prepare petition to Student Fee Advisory Board in advance of January 2020 meeting (LSIG)

Strategic Goal 2: Develop a branding and marketing strategy

Supporting Objectives	2017-2018	2018-2019	Next Steps for 2019-2021
<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"> Created UMBC/AOK library-specific buttons and stickers to promote the library at events (COS) 	<ul style="list-style-type: none"> Created Special Collections and Gallery Instagram account and coordinated with the Library-wide social media outreach (SC, GAL, COS) Monitoring campus rebranding efforts in advance of Library brand discussions (LEC) 	<ul style="list-style-type: none"> Create a shared google folder of style guide resources and templates for marketing efforts (COS) Promote library events and services through social media, digital signage posts, flyers, and actively seeks to grow social media followers (COS) Generate a report of needed website text/video objects updates (ILWG) Create criteria to review reference/research webpages on the AOK website (ILWG) Create a process to market and promote library workshops (ILWG, COS)
<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"> Strengthened relationship with Institutional Advancement and Public Relations (SC, GAL) 	
<p><i>2.3 Staff positions and hours will be allocated to branding and marketing functions.</i></p>			

Strategic Goal 3: Provide an environment for staff opportunity and growth

Supporting Objectives	2017-2018	2018-2019	Next Steps for 2019-2021
<p><i>3.1 Staff development funds must be equitably allocated, and staff achievements must be recognized and rewarded.</i></p>	<ul style="list-style-type: none"> Secured support and established procedure for a Library Faculty campus award (LEC, PRO) 	<ul style="list-style-type: none"> Award first bi-annual campus Library Faculty award (LEC, PRO) Training and support to increase awareness of Library faculty, staff, and departmental achievements (LSIG) Implementation of High Five Recognition initiative to share achievements with library and raise awareness of award nomination opportunities (LSIG) Professional development funding levels will remain stable (ADM) Provide training on working and communicating in a diverse environment (LEEC, CIDE) 	<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)
<p><i>3.2 New communication channels will be opened to allow for information to travel quickly and appropriately.</i></p>	<ul style="list-style-type: none"> Design and launch Library Gallery website: http://librarygallery.umbc.edu (GAL, WEB) 	<ul style="list-style-type: none"> Department-wide access to purchase requests (A&R, WEB) Departmental voicemail access changes (A&R) Research and design phase for metrics dashboard, a centralized location for storing and sharing available library statistics (LSIG) Developed a Google form for Library staff to submit events to COSMO for posting on social media, myUMBC, and otherwise 	<ul style="list-style-type: none"> Implementation phase for metrics dashboard (LSIG, LITS, WEB) Develop and distribute an Annual Report of COSMOs work (COS)

		<p>market (COS)</p> <ul style="list-style-type: none"> ● Improve ILLIAD PAC and communication with the catalog (ILL) ● Use student employees interdepartmentally (ILL, CIRC, REF) ● Improve documentation and policies for ILL borrowing, lending, and budget appropriation (ILL, ADM) 	
<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"> ● Develop best practices for Library faculty and staff search committees (CIDE, ADM, LEC) ● Summer skills training for Circulation and Media staff (CIRC, MED) ● Complete Special Collections and Gallery file migration to Box (SC) ● Initiate review of all Special Collections guidelines and procedures (SC) ● Clarification of copyright laws to faculty and staff (CIRC) 	

<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"> • Examine SC reading room hours and organization; review practices at related institutions and host skillshare meeting in 2019 (SC) • Support to evaluate and fill open positions (ADM, LEC) • Use student employees interdepartmentally (ILL, CIRC, REF) • ILL Staffing (ILL, ADM) 	<ul style="list-style-type: none"> • Create and implement a policy to guide subject librarians in the selection of materials for the collection (REF) (see also R&S 1.1)
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Spaces & Technology

Strategic Goal 1: Develop flexible, accessible spaces

Supporting Objectives	2017-2018	2018-2019	Next Steps for 2019-2021
<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"> • Review Gallery facilities and security including: lighting, environmental controls, use policies, and funding sources (ADM, LEC, GAL) • Pursued library proposal for All Gender restrooms and participated in moving the conversation about All Gender restrooms to the campus level with the Campus Climate Working Group (CIDE, ADM) 	<ul style="list-style-type: none"> • Propose improvements to Gallery facilities and security (ADM, LEC, GAL)

<p><i>1.2 We will ensure that spaces are flexible and varied to meet the expectations of differing users and the exigencies of future trends</i></p>	<ul style="list-style-type: none"> • Purchase tables and chairs for SC reading room with wheels and stacking options to allow for customized arrangement (SC) 		<ul style="list-style-type: none"> • Propose potential reorganization of Special Collections Reading Room and staff desk layout to improve accessibility, staff safety, and utility; identify funding (SC, ADM, LEC)
<p><i>1.3 Flexibility will allow students to build their own preferred spaces around their own learning styles for both collaborative and individual learning needs</i></p>			

Strategic Goal 2: Foster creativity and collaboration

Supporting Objectives	2017-2018	2018-2019	Next Steps for 2019-2021
<p><i>2.1 We will expand and enhance the existing creative and collaborative spaces within the library.</i></p>			
<p><i>2.2 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"> • Transition room 368 to small group work space (ADM, CIRC) • Convert underused faculty study rooms and spaces into group study and collaboration spaces (CIRC) 	

Strategic Goal 3: Plan for regular updates

Supporting Objectives	2017-2018	2018-2019	Next Steps for 2019-2021
<i>3.1 The Library will continually assess space and technology needs, utilization, and condition.</i>		<ul style="list-style-type: none"> Active participation in campus-wide Library building renewal committees (LEC) Replace the library 'kiosk' machines with Chromeboxes for increased reliability and simpler administration (LITS) 	<ul style="list-style-type: none"> Continued participation in campus-wide Library renewal committees through Phase I and Design stages (LEC) Prioritize and clarify usage of the Library's instruction room for (1) classroom instruction, (2) library training/development, and (3) library meetings (REF)
<i>3.2 Our space will remain flexible in order to implement practical renovations and redesigns when needed.</i>		<ul style="list-style-type: none"> On-going refurbishment of furniture in public spaces (ADM) 	
<i>3.4 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"> Improvement of self-checkout stations (25% of library circulation) (ADM, CIRC) Move imaging process to DoIT's SCCM server, for better coordination with DoIT and increased campus support (LITS) 	

Strategic Goal 4: Assess and improve staff spaces

Supporting Objectives	2017-2018	2018-2019	Next Steps for 2019-2021
<i>4.1 Staff work areas need to allow for collaboration as well as individual productivity.</i>		<ul style="list-style-type: none"> Acquire key for ILL staff to lower-level elevator to basement (ILL, CIRC, ADM) 	

4.2 *We will also ensure flexibility in new and existing staff spaces in order to accommodate changing workflows.*