

Albin O. Kuhn Library & Gallery

Strategic Plan (2018-2023) Inventory

February 2023

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-)
Michelle Flinchbaugh (2021-)
Joanna Gadsby (2022-)
Susan Graham (2022-)
Brianna Hughes (2023-)
Aimee Plaisance (2021-)
Beth Saunders (2019-)
Jasmine Shumaker, chair (2020-)

Marcus Dagold (2019-2020)
Jim Doran (2020-2022)
Erin Durham (2018-2021)
Jennifer Fitch (2019-2022)
Lindsey Loeper (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)
Katy Sullivan (2019-2022)

Abbreviations

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

Research & Scholarship

Strategic Goal 1: Enhance collections and access

Supporting Objectives	FY2022	Next Steps for FY2023	Next steps for FY2024
<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"> • Continue to process backlog of unprocessed archival collections (SC) • In conjunction with the Collection Management Team, create and implement policy to guide subject librarians in 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) • Develop Collection Management protocols and best practices that reflect the work needed to maintain a university library collection (BMS, ACQ, REF) 	<ul style="list-style-type: none"> • Create collection development toolkit to streamline and organize collection building documentation, training, and decision making (REF) • Continue the cycle of stacks maintenance to provide space to house new acquisitions (CIRC) • Coordinate the work of the Collection Management Team to develop collection development policies and determine priorities for collection projects including weeding and deaccession (LEC) • In conjunction with the Collection Management Team, create and implement a policy to guide subject librarians in the selection of materials for the collection (CMT, REF) • Create a collection development toolkit to streamline and organize collection building documentation, training, and decision making (REF) 	<ul style="list-style-type: none"> • Identify duplicate materials in Special Collections for weeding, deaccession, potential sale to benefit collections (SC) • Develop guidelines to support ongoing weeding of main Library collection (CMT, BMS, CIRC, REF) • Continue the cycle of stacks maintenance to provide space to house new acquisitions (CIRC) • Continue weeding Library General collection and evaluate progress of Serials Deselection Project (CM, CIRC, SER, BMS) • In conjunction with the Collection Management Team, create and implement a policy to guide subject librarians in the selection of materials for the collection (CMT, REF) • Create a collection development toolkit to streamline and organize collection building

		<ul style="list-style-type: none">● Provide sustained and ongoing research support to faculty who request it (REF)● Continue weeding Library General collection and evaluate progress of Serials Deselection Project (CM, CIRC, SER, BMS)	<p>documentation, training, and decision making (REF)</p> <ul style="list-style-type: none">● Provide sustained and ongoing research support to faculty who request it (REF)● Create information packet for faculty collection development liaisons (REF)● Conduct annual meeting for subject librarian discussion about liaison contact, outreach, and documentation (REF)● Work with Technical Services to develop process for adding OA books to the collection (REF)
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<p>1.2 Streamline and improve access to materials by continuously evaluating and improving discovery and delivery</p>	<ul style="list-style-type: none"> • Determine feasibility of using Aeon or identify 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) • Update the design and content of the Library's subject guides (ILWG, REF) • Conduct OER training for subject librarians (REF) • Continue database maintenance in USMAI catalog (BMS) 	<ul style="list-style-type: none"> • Following migration to WordPress, evaluate website usability to inform updating content and organization. (LITS) • Continue to advance digitization projects through prioritization and benchmarks (SC, BMS) • Update content and design of the Library's research LibGuides according to disciplinary needs (ILWG) • Optimize discovery platform for user needs in connecting with pending ILS migration (LTS) • Complement physical reserves with e-reserves (ebooks/streaming videos) whenever possible, and let faculty know options available to them (ILL/CR) 	<ul style="list-style-type: none"> • Select and advocate for purchase of request and workflow management software in Special Collections (SC, LITS, LEC, USMAI) • Continue to complement physical reserves with e-reserves (ebooks/streaming videos) whenever possible, and let faculty know options available to them (ILL/CR) • Continue data cleanup in USMAI catalog, especially cleanup related to migration to new ILS, Alma (BMS, SER) • Extend resource sharing by allowing the Media collection to circulate to UMBC and USMAI patrons (CIRC)
<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"> • Continued adherence to metadata standards and use of structured data for Special Collections description (BMS, SC) 	<ul style="list-style-type: none"> • Continue to make already-digitized SC materials available in CONTENTdm (BMS, SC) • Implement anti-bias description projects (SC, BMS) • Make discoverable Eileen J. Garrett Collection through Past Perfect (SC) 	<ul style="list-style-type: none"> • Finalize first batch of collection level records and finding aids for photography collections (BMS, SC) • Make discoverable Eileen J. Garrett Collection through catalog (SC/BMS)

Strategic Goal 2: Build partnerships

Supporting Objectives	FY2022	FY2023	Next steps for FY2024
<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"> Serve on Subject Matter Team(s) as USM undergoes the process of migrating to a new ILS. (CIRC) LEC members serve as Team Leads for USMAI migration to a new ILS (LEC) Serve on USM ILS migration team (ILL/CR) Library staff and faculty to actively engage in USM committees and work groups (CIRC, LEEC) 	<ul style="list-style-type: none"> Continue to serve on USM ILS migration team (ILL/CR/BMS) Library staff and faculty to actively engage in USM committees and work groups (CIRC, LEEC) Serve on Subject Matter Team(s) as USM undergoes the process of migrating to a new ILS. (CIRC)
<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 sponsoring the annual Library Staff Day; LEEC to coordinate workshops, webinars and other professional development activities (LEEC) Designate staff development as an expectation for support staff and highlight accomplishments on their annual performance review (CIRC) Implement core competencies and standardized training program for staff (DML) Continue the Library Scholarship Discussion Series, 	<ul style="list-style-type: none"> 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) Continue the Library Scholarship Discussion Series while expanding the topics, partnerships, and audience (ILWG, REF) Conduct ongoing review about the Reference chat service 	<ul style="list-style-type: none"> Continue to support staff who are pursuing academic degrees (ILL/CR) Encourage opportunities for cross departmental mentorship & collaboration (ILL/CR) Designate staff development as an expectation for support staff and highlight accomplishments on their annual performance review (CIRC) Ensure that Circ staff members are serving on work committees or groups (CIRC) Support staff who are pursuing academic degrees (CIRC)

	<p>while expanding the topics, partnerships, and audience (ILWG, REF)</p> <ul style="list-style-type: none"> • Continue to invite library employees to share research and professional accomplishments in Library Assembly (LA) • Create Health literacy newsletter (HLWG) • Ensure consistent LSIG leadership through stepped co-chair to chair transfer of role; ensure consistent LSIG representation across Library divisions (LSIG) • Ensure that Circ staff members are serving on work committees or groups (CIRC) • Support staff who are pursuing academic degrees (CIRC) 	<p>through “scenario play” and discussion about best practices (REF)</p> <ul style="list-style-type: none"> • Continue to invite library employees to share research and professional accomplishments in Library Assembly (LA) • Continue Health literacy newsletter (HLWG) • Support staff who are pursuing academic degrees (ILL/CR) • Designate staff development as an expectation for support staff and highlight accomplishments on their annual performance review (CIRC) • Ensure that Circ staff members are serving on work committees or groups (CIRC) • Support staff who are pursuing academic degrees (CIRC) 	<ul style="list-style-type: none"> • Continue the Library Scholarship Discussion Series with a focus on supporting internal Library partnerships and participation (ILWG, REF) • Conduct ongoing review about the Reference chat service through “scenario play” and discussion about best practices (REF) • Continue the Library Scholarship Discussion Series with a focus on supporting internal Library partnerships and participation (ILWG, REF)
<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"> • 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) • 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 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) • 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"> • 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)

<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,, 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) • Continue discussions with OIA on the value of the Library & Gallery and how we can secure internal and external funding to meet our organizational goals (LEC) • Use the “Value Proposition” as a starting point for conversations with other strategic campus partners to support our mission (LEC) • 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) • 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&E 1.2) 	<ul style="list-style-type: none"> • Discuss and plan additional activities to make Library & Gallery staff more aware of OIA resources and how they might work with us to raise funds (LEC) • Promote DML services to new hires and faculty in targeted disciplines (DML) • Host open house tours of DML spaces and equipment in spring and fall. (DML) • Continue to develop and implement outreach strategies to connect with departments and research centers across campus (SC) • Build sustainable partnerships with the Graduate School, scholars programs, research centers, and other specialized programs on campus (ILWG). • Sustain and develop campus partnerships with the Academic Success Center, International Students and Scholars Services, Health Services, ResLife, Counseling Center (and more) to plan and present campus events (COS, REF) • Continue to invite campus groups and representatives to attend and present at Library Assembly meetings (LA) • Promote non-library events and trainings to library staff when related to issues of diversity, 	<ul style="list-style-type: none"> • Continue to create opportunities/outreach strategies for faculty and students to learn more about our services and how we can assist them in their teaching/research (ILL/CR) • Sustain and develop campus partnerships with the Academic Success Center and other campus organizations to plan and present events (COS) • Continue to develop and implement outreach strategies to connect with departments and research centers across campus (SC) • Offer services that build customer relations and promote the library as a desired campus destination (CIRC) • Sustain and develop campus partnerships with the Academic Success Center, International Students and Scholars Services, Health Services, ResLife, Counseling Center (and more) to plan and present campus events (COS, REF) • Build sustainable partnerships with the Graduate School, scholars programs, research
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	<ul style="list-style-type: none"> • Regular late fines eliminated and late laptop fees reduced as part of reassessment of punitive borrowing policies (CIRC) • Offer services that build customer relations and promote the library as a desired campus destination (CIRC) • Build sustainable partnerships with the Graduate School, scholars programs, research centers, and other specialized programs on campus. (REF, ILWG) • Continue to invite campus groups and representatives to attend and present at Library Assembly meetings (LA) • 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) • Collaborate with University Health Services for opportunities to improve health literacy (infographics and Peer Health Educators) (HLWG) • Collaborate with Retriever Essentials program to create a food distribution zone in the RLC (HLWG) • Promote non-library events and trainings to library staff when 	<p>equity and inclusion (CIDE)</p> <ul style="list-style-type: none"> • Continue health literacy speaker series (HWLG) • Continue working with University Health Services for opportunities to improve health literacy (infographics and Peer Health Educators) (HLWG) • Create opportunities/outreach strategies for faculty and students to learn more about our services and how we can assist them in their teaching/research (ILL/CR) • Create LibCal for online appointments to assist with questions related to ILL and CR (ILL/CR) • Offer services that build customer relations and promote the library as a desired campus destination (CIRC) 	<p>centers, and other specialized programs on campus (REF, ILWG)</p>
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	<p>related to issues of diversity, equity and inclusion (CIDE)</p> <ul style="list-style-type: none"> • Voted in favor of USMAI's Subgroup for Access Services proposal to disable fines on items in the general collection (CIRC) • Host open house tours of DML spaces and equipment in spring and fall. (DML) 		
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Strategic Goal 3: Showcase scholarship and creative achievements

Supporting Objectives	FY2022	FY2023	FY2024
<p><i>3.1 Using ScholarWorks@UMBC, promote and preserve the UMBC community's creative and intellectual achievement</i></p>	<ul style="list-style-type: none"> • Promote ORCID adoption and integration with campus systems such as Digital Measures; 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) 	<ul style="list-style-type: none"> • Continue to lead partnership for UMBC's ORCID membership (LITS) • Continue promoting ORCID by incorporating information into outreach materials and initiatives (LITS, REF, SC) • Complete and post the Digital Scholarship (IR) Services webpage (IR) • Conduct outreach on ORCID, the faculty database, and the Research Data Libguide (IR) • Collect example rights retention policies from other libraries and compile them on a wiki (IR) • Interview other libraries about their rights retention policies (IR) 	

		<ul style="list-style-type: none"> • Write a one-page executive summary of rights retention policies at other universities and discuss with the Provost's Office and Campus Council (IR) • Prepare a presentation on rights retention policies at other universities and present to Library Assembly, academic departments, and governance groups. (IR) 	
<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"> • Targeted outreach to encourage use of the Library Rotunda or Special Collections display for campus groups and instruction (GAL, SC) • Collect, highlight, and celebrate the work and research of faculty, students and staff through programming and collection building (REF, ILWG) 	<ul style="list-style-type: none"> • Collect, highlight, and celebrate the work and research of faculty, students and staff through programming and collection building (REF, ILWG) • 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) • Collect, highlight, and celebrate the work and research of faculty, students and staff through programming and collection building (REF, ILWG) 	<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) • Collect, highlight, and celebrate the work and research of faculty, students and staff through programming and collection building (REF, ILWG)

Strategic Goal 4: Provide technological support for research endeavors

Supporting Objectives	FY2022	FY2023	Next steps for FY2024
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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"> • Use data acquired on collection management systems review to select new DAMS (LITS, SC) • Explore and apply to additional grant funding opportunities for digitization equipment/projects (SC, LITS, BMS) • Continue working with the Digital Lifecycle Management Interest Group (DLMIG), 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) • Assess digital preservation practices according to national standards and continue to identify, prioritize, and implement improvements (LITS, SC) 	<ul style="list-style-type: none"> • 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) • Continue to apply to additional grant funding opportunities for digitization equipment/ projects (SC, LITS, BMS) • Assess digital preservation practices according to national standards and continue to identify, prioritize, and implement improvements (LITS, SC) • Stay abreast of enhancements to Ares and ILLiad, and integrate applicable advances for processing requests in CR and ILL (ILL/CR) 	<ul style="list-style-type: none"> • Continue to stay abreast of enhancements to Ares and ILLiad, and integrate applicable advances for processing requests in CR and ILL (ILL/CR) • Recommend digital preservation management system for consortial purchase (LITS, SC, LEC, USMAI) (LITS, SC, LEC, USMAI) • Review and complete user-friendly and appealing redesign of SC website (SC, LITS) • Draft proposal to hire a dedicated Digital Archivist position (SC) • Continue to apply to additional grant funding opportunities for digitization equipment/projects (SC, LITS, BMS) • Participate in training opportunities on new features available in new ILS (BMS, SER, LTS)
<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"> • Gathered feedback from students on laptop loans-duration, software, loan periods (CIRC, LITS) • Develop a questionnaire on what the UMBC community wants from the DML, working with the Patron Survey Team as appropriate (DML, LITS) 	<ul style="list-style-type: none"> • Annually gather feedback from patrons (CIRC, LITS) 	<ul style="list-style-type: none"> • Continually assess equipment use and trends to meet patron demand (DML) • Working with the campus project manager to begin construction for the Alan & Wendy Wilson Innovation

	<ul style="list-style-type: none"> Gather input from currently enrolled students on technology as part of planning for the Alan & Wendy Wilson Innovation Lab (LITS) 		Lab (LITS)
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Teaching & Learning

Strategic Goal 1: Integrate information literacy into the UMBC curriculum

Supporting Objectives	FY2022	FY2023	Next steps for FY2024
<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"> Continue to develop set of objectives and resources to integrate information literacy program into remote instruction sessions (SC) Update and revise lesson plan and activities for first year experience courses (REF) Maintain and update programmatic objectives to guide teaching program (ILWG) Adapt library instruction to address the variety of teaching modalities offered on campus, including online, in-person, and hyflex (REF) Adapt campus orientation methods and materials to meet the needs of the evolving campus orientation practices (REF) Introducing health literacy concepts and competencies (HLWG) 	<ul style="list-style-type: none"> Provide core library research tutorials (ILWG, REF) Assess level of information literacy integration across academic departments (REF) Maintain and update programmatic objectives to guide teaching program (ILWG) Update core library research tutorials (ILWG) Adapt campus orientation methods and materials to meet the needs of the evolving campus orientation practices (REF) Continue discussions of health literacy concepts and competencies (HLWG) 	<ul style="list-style-type: none"> Maintain and update programmatic objectives to guide teaching program (ILWG) Explore providing core research workshops in a hyflex format (ILWG) Assess level of information literacy integration across departments (REF) Adapt library instruction to address the variety of teaching modalities offered on campus, including online, in-person, and hyflex. (REF) Review and revise the library instruction learning outcomes (ILWG) Create a systematic review guide for faculty and graduate students (REF)

	<ul style="list-style-type: none"> Continue to provide core research workshops in an online format (synchronous or asynchronous) (ILWG, REF) 		
<p><i>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.</i></p>	<ul style="list-style-type: none"> Prepare hiring materials for a Reference & Instruction Librarian to fill upcoming vacancy (REF) 	<ul style="list-style-type: none"> Hire, train and onboard a new Reference & Instruction Librarian (REF) Expand the ENGL100 program with a team based library instruction approach (REF) 	

Strategic Goal 2: Improve teaching practices and cultural competencies

Supporting Objectives	FY2022	FY2023	Next steps for FY2024
<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"> Maintain peer coaching program and virtual tool tutorials for all instruction librarians (ILWG) Host instruction and active learning skillshare open to all Library faculty and staff (ILWG) Maintain and develop portfolios to enhance reflective teaching practices and collect teaching materials (ILWG) Hold regular reviews and updates of research LibGuides (ILWG) Continue to Identify and create subject LibGuides to increase engagement with SC materials (SC) 	<ul style="list-style-type: none"> Develop and adopt evaluation practices for information literacy instruction to maintain reflective teaching practices (ILWG) Continue developing Create the foundation for a curriculum map for library instruction (ILWG) Host instruction and active learning skillshare open to all Library faculty and staff (ILWG) Maintain and develop portfolios to enhance reflective teaching practices and collect teaching materials (ILWG) Hold regular reviews and updates of research LibGuides (ILWG) Develop and adopt evaluation 	<ul style="list-style-type: none"> Develop scaffolded instructional outcomes for each academic department (ILWG) Create subject LibGuide for Eileen Garrett Collection (SC) Host instruction and active learning skillshare open to all Library faculty and staff (ILWG) Maintain and develop portfolios to enhance reflective teaching practices and collect teaching materials (ILWG) Hold regular reviews and updates of research LibGuides (ILWG)

		<p>practices for information literacy instruction to maintain reflective teaching practices (ILWG)</p> <ul style="list-style-type: none"> • Refresh peer coaching program for all instruction librarians (ILWG) 	<ul style="list-style-type: none"> • Develop and adopt evaluation practices for information literacy instruction to maintain reflective teaching practices (ILWG) • Develop scaffolded instructional outcomes for each academic department (ILWG) • Refresh peer coaching (teaching shape) program for all instruction librarians (ILWG)
<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"> • Continuous and systematic planning of activities for all library employees (LEEC) • Create new Black Lives Matter online guides with library employee anti-racist reading and viewing recommendations as needed (LibGuide, etc.) (COS) • Promote ongoing LSIG programs for greater participation (High Five, Event Outreach Form, Equity-minded goal-setting resources (LSIG) 	<ul style="list-style-type: none"> • Updated the Black Lives Matter online guide and shared with the Provosts' DEIA Initiative (COS, REF) 	
<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) 	<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)

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

Supporting Objectives	FY2022	FY2023	FY2024
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>	<ul style="list-style-type: none"> Continue participation in USMAI Digital Preservation Working Group (SC) 		
3.2 <i>The Library promotes and supports information needs by providing access to Library spaces, collections, and services for patrons of all backgrounds and abilities</i>	<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) 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) Incorporated virtual reference chat into on-campus SC activities; offered expanded remote reference; adjusted reading room open hours in response to COVID and budget constraints (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) (see also O&E 2.1) Continue participation in USMAI Digital Preservation Working Group (SC) Redesign the website to create a more user friendly process and experience for patrons submitting and receiving ILL and CR requests (ILL/CR) Improve integration of reserves and Blackboard (ILL/CR) Work with Collection Management team to explore 	<ul style="list-style-type: none"> Continue website enhancements and updates as needed (ILL/CR) Implementation of LTI 1.3 Integration (CR) Explore delivery of e-books through Internet Archive for users with print disability (ILL) 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)

	<ul style="list-style-type: none"> • Research and formalize a User Accessibility/Data Privacy policy including privacy, security, intellectual property, and digitized materials (ILL) • Explore the process of borrowing ebooks from lending libraries (ILL) • Redesign the website to create a more user friendly process and experience for patrons submitting and receiving ILL requests (ILL) 	the process of borrowing ebooks from lending libraries (ILL/CR)	
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Organization & Effectiveness

Strategic Goal 1: Secure funding needed to support our vision

Supporting Objectives	FY2022	FY2023	Next steps for 2024
<i>1.1 Budget must be supplemented and expanded to support the campus' projected growth.</i>	<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) • Reviewed budget history for Library Gallery and submitted proposal to LEC to increase funding (GAL, LEC, ADM) 	<ul style="list-style-type: none"> • Provide opportunities and mechanisms for Library & Gallery employees to provide input into budget priorities. Provide clarity and transparency on the role of LEC and the Library Director in prioritization, decision making authority, and submitting budget requests (LEC) • Share the submitted budget request submitted by the Library Director with Library & 	<ul style="list-style-type: none"> • Identify and apply for grant for a preservation assessment/cataloging of Photography Collections (SC) • Work with the Business Manager and Student Supervisors to devise innovative ways to attract and fund student labor (CIRC)

	<ul style="list-style-type: none"> ● Revisit discussions of a half- or full-time development officer position (LEC) ● Continue to identify and apply strategically to grant funding opportunities to support Library Gallery programming and educational outreach (GAL) ● Work with the Business Manager and Student Supervisors to devise innovative ways to attract and fund student labor (CIRC) 	<p>Gallery employees</p> <ul style="list-style-type: none"> ● Continue to advocate for increased funding (GAL, LEC, ADM) ● Work with the Business Manager and Student Supervisors to devise innovative ways to attract and fund student labor (CIRC) 	
<p>1.2 <i>Library must seek donors through the campus capital campaign and other sources.</i></p>	<ul style="list-style-type: none"> ● Reactivate and empower the Friends of the Library to support Library wide funding initiatives. (SC, FOTL, LEC) ● Develop fundraising campaign for 50th anniversary of Special Collections (SC) ● 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&S 2.4) 	<ul style="list-style-type: none"> ● Develop and implement fundraising campaign for 50th anniversary of Special Collections (SC) ● Propose SC/GAL projects for Gritstarter campaign and/or campus Giving Day (SC, GAL) ● Continue work towards goals outlined in the Friends of the Library & Gallery planning group proposal (LEC) ● Library Director will make a regular report to the University Senate on library resources, priorities, funding challenges, and potential for partnerships to benefit students (LEC) ● Proactively participate in annual campus fundraising initiatives such as GritStarter (LEC) 	<ul style="list-style-type: none"> ● Implement fundraising campaign for 50th anniversary of Photography Collections (SC) ● Implement Gritstarter campaign (SC, GAL)

<p>1.3 Library will petition the campus to add a Library fee or similar.</p>			
<p>1.4 Library will prioritize grant funding for new and existing services, spaces, technologies, and staffing.</p>	<ul style="list-style-type: none"> • Revisit the proposal to create a Grants Advisory Working Group, establish a group charge, and seek group members (LEC) • Apply for grants to support staff development activities (LEEC) 	<ul style="list-style-type: none"> • Secure grant funding and develop programming for the spotlight grant series (ILWG) • Continue the work of the Grants Advisory Working Group as established in FY22 (LEC) • Secure grant funding and develop programming for the spotlight workshop series (ILWG) 	

Strategic Goal 2: Develop a branding and marketing strategy

Supporting Objectives	FY2022	FY2023	Next steps for FY2024
<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"> • Advocate for a full-time communication and outreach coordinator staff position (LEC) • After consultation with Communications/OIA and with feedback from staff, draft a brand concept (LEC) • Create a process to market and promote library workshops (COS) • Lead activities for staff on using the Outreach & Communication Plan to create messaging to campus and external audiences 	<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) (see also T&L 3.2) • Review and update Outreach & Communication Plan biannually or as needed (LEC) • Create and distribute FY23 annual report. Refine processes for making the annual report a recurring piece of the Library & Gallery's overall outreach and 	<ul style="list-style-type: none"> • Continue to grow the library social media followers and engagement (COS) • Increase awareness of Library services, resources, and events by developing physical and digital signage (LITS, COS)

	<p>(LEC)</p> <ul style="list-style-type: none"> • Develop and procure Library outreach materials (e.g., brochures, giveaways) to use with a variety of events and programs (LEC) • Complete the inaugural Library & Gallery Annual Report and share with staff for feedback. Distribute the finished report to campus and external audiences, as appropriate. (LEC) 	<p>communication strategy. (LEC)</p> <ul style="list-style-type: none"> • Update Library research presence on BlackBoard Ultra (ILWG) • Design and distribute new promotional brochure (SC, GAL) • Refine processes for making the annual report a recurring piece of the Library & Gallery's overall outreach and communication strategy (LEC) • Produce and distribute 2021-22 annual report (LEC) • Update Library research presence on BlackBoard Ultra (ILWG) 	
<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"> • Secure funding commitment to sponsor LEEC workshops and seminars; continue to fund and support the annual Library Staff Day (LEEC) 		
<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	FY2022	FY2023	Next steps for FY2024
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<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"> • Continue process to allocate unused professional development funds (LEC, LEEC) • Provide training on working and communicating in a diverse environment (LEEC, CIDE) • Request transparency of the professional development budget and implement ways for nonexempt staff to utilize this funding (LEEC) 	<ul style="list-style-type: none"> • Provide resources and ongoing programming for working and communicating in a diverse environment (CIDE) 	
<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"> • 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) • Encourage increased use of myUMBC group to build an archival record of library communication (LA) • Lead activities for staff on using the Outreach & Communication Plan to create messaging to campus and external audiences (LEC) • Implement a more transparent process for the sharing of LEC responses to anonymous 	<ul style="list-style-type: none"> • Review and update Outreach & Communication Plan biannually or as needed (LEC) • Encourage increased use of myUMBC group to build an archival record of library communication (LA) 	<ul style="list-style-type: none"> • Streamline COSMO's content strategy to assist with Library outreach and marketing through the COSMO form (COS) • Review and organize department outreach mailing lists (SC, GAL)

	question form on the myUMBC Internal Group (LA)		
<p>3.3 Guidelines will be regularly reviewed and updated to accurately reflect changing procedures and policies.</p>	<ul style="list-style-type: none"> ● Summer skills training for Circulation and Media staff (CIRC, DML) ● Continue to review and revise accession and processing guidelines (SC) ● Implemented 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) ● Explore developing a formal staff mentoring program for library employees (CIDE) ● Work with DoIT / LITS to identify the ideal tool and best practices for storing departmental files (CIRC) ● Provide regular updates for the library's hiring guide and recruitment form (CIDE, LEC) 	<ul style="list-style-type: none"> ● Review and solicit feedback for the Library's Code of Conduct in order to be more equitable and student focused (CIDE) ● Complete review and revisions of accession and processing guidelines (SC) ● Continue the development of a formal staff mentoring program for library employees (CIDE) ● Review and solicit feedback for the Library's Code of Conduct in order to be more equitable and student-focused (CIDE) ● Provide regular updates for the library's hiring guide and recruitment form (CIDE) ● Advocate for standardized and inclusive hiring practices through search committee training (CIDE) ● Continue cross training staff within ILL/CR department (ILL/CR) ● Review and update as needed ILL & CR policies and procedures (ILL/CR) ● Research and review Copyright & CONTU guidelines as they pertain to ILL & CR (ILL/CR) ● Each staff member will keep procedures for their duties current (CIRC) 	<ul style="list-style-type: none"> ● Continue cross training staff within ILL/CR department (ILL/CR) ● Review and update as needed ILL & CR policies and procedures (ILL/CR) ● Assess current practices and copyright guidelines as they pertain to ILL & CR (ILL/CR) ● Continue to use student employees interdepartmentally (ILL/CR, CIRC, DML) ● Continuously evaluate the current daily workflow & staff availability to ensure that the needs of the department are met (ILL/CR) ● Conduct review and update of all departmental documentation (SC/GAL) ● Each staff member will keep procedures for their duties current (CIRC)

		<ul style="list-style-type: none"> Review files, remove duplication and outdated information, centralize departmental documentation across Wiki, Box, Google Drive, i Drive, etc. (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"> In conjunction with the Collection Management Team, create and implement a policy to guide subject librarians in the selection of materials for the collection (REF) (see also R&S 1.1) Continue to use student employees interdepartmentally (ILL, CIRC, DML) Redesign the faculty services web page (REF) Investigate a policy for remote ILL users including the mailing of books and physical items directly to patrons (ILL) Research and share with LEC recommendations for new five-year Library Strategic Plan, with support from Library Assembly (LSIG) 	<ul style="list-style-type: none"> In conjunction with the Collection Management Team, create and implement a policy to guide subject librarians in the selection of materials for the collection (REF) (see also R&S 1.1) Redesign citation webpages (REF, ILWG) Continue to use student employees interdepartmentally (ILL/CR, CIRC, DML) 	<ul style="list-style-type: none"> In conjunction with the Collection Management Team, create and implement a policy to guide subject librarians in the selection of materials for the collection (REF) Update core website pages related to Reference services (including: make a research appointment, using ebooks, citing sources, graduate student services) (REF, ILWG)

Spaces & Technology

Strategic Goal 1: Develop flexible, accessible spaces

Supporting Objectives	FY2022	FY2023	Next steps for FY2024
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<p>1.1 <i>It is imperative that in all library spaces accessibility be at the forefront of design considerations.</i></p>	<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) • Make recurring RT to remind DoIT to enable access to the RLC by newly admitted students (CIRC, Admin) 	<ul style="list-style-type: none"> • Ensure all new spaces take accessibility into design consideration including the Innovation Lab and the larger Library & Gallery Renovation Planning (LEC) • Make recurring RT to remind DoIT to enable access to the RLC by newly admitted students (CIRC, Admin) • Identify shelter in place areas and ensure that they are highlighted on the building's floor plan (CIRC, LEC) • Submit grant application for VESDA system (GAL) 	<ul style="list-style-type: none"> • Make recurring RT to remind DoIT to enable access to the RLC by newly admitted students (CIRC, Admin)
<p>1.2 <i>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"> • Pilot a "One Desk" shared service point on the first floor (CIRC, REF) 	<ul style="list-style-type: none"> • Monitor and assess operations of the shared first floor service point. Pursue any needed facilities changes to enhance the efficiency of the shared desk (LEC) • Propose an upgrade of the technology in the library instruction room in order to create a hyflex learning and meeting environment (REF, ILWG) 	<ul style="list-style-type: none"> • Install hyflex classroom technology in the library instruction and develop procedures, training, and best practices to support its use (REF, ILWG)
<p>1.3 <i>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	FY2022	FY2023	Next steps for FY2024
<p><i>2.1 We will expand and enhance the existing creative and collaborative spaces within the library.</i></p>	<ul style="list-style-type: none"> Propose a Graduate Study Room (CIRC) Develop a targeted social media/ spotlight plan, working with COSMO as appropriate (DML) Develop the physical and virtual Library as a community space (or third place), providing opportunities and resources beyond traditional library offerings (REF) Remodel interior of 216H with additional recording equipment to increase usable square footage. (DML) 	<ul style="list-style-type: none"> Investigate additional instruction space in the library (ILWG) Prepare Graduate Study Room for use; identified space, ordered furniture (CIRC, LEC) 	<ul style="list-style-type: none"> Investigate additional instruction space in the library (ILWG) Make Graduate Study Room available for use (CIRC, LEC)
<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"> Redesign and refurbish study rooms to comply with post COVID-19 protocols for group activities (CIRC, LEC) 	<ul style="list-style-type: none"> Returned study rooms to original state after COVID-19 protocols ended (CIRC, LEC) 	

Strategic Goal 3: Plan for regular updates

Supporting Objectives	FY2022	FY2023	Next steps for FY2024
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<p>3.1 <i>The Library will continually assess space and technology needs, utilization, and condition.</i></p>	<ul style="list-style-type: none"> • Facilitate the examination of and discussion around creating more equitable spaces in the Library (CIDE) • Develop a prioritized list of spaces for updating/renovation/redesign. Work together to design, plan, and schedule updates to these spaces as funds permit (LEC) 	<ul style="list-style-type: none"> • Facilitate the examination of and discussion around creating more equitable spaces in the Library (CIDE) • Update and maintain a virtual study room for campus and explore creation of virtual group study rooms (REF) 	<ul style="list-style-type: none"> • Work closely with DoIT to evaluate public computing needs given laptop requirement for incoming students (LITS) • Update and maintain a virtual study room for campus and explore creation of virtual group study rooms (REF) • Participate in the redesign of the first floor with the expansion of the Academic Success Center, ensuring that Reference services are accessible (REF) • Continue ongoing collection of instruction statistics to advocate for additional instructional space within the Library. (REF)
<p>3.2 <i>Our space will remain flexible in order to implement practical renovations and redesigns when needed.</i></p>	<ul style="list-style-type: none"> • Relocated Leisure Reading collection to the space in front of the reference collection to increase visibility and usage (REF) 	<ul style="list-style-type: none"> • Continue ongoing collection of instruction statistics to advocate for additional instructional space within the Library. (REF) 	
<p>3.4 <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"> • 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) • Connect library employees with UMBC's IT Security Training to inform and promote best practices that will help protect UMBC data and systems. (LITS) 	<ul style="list-style-type: none"> • Research & formalize a User Accessibility/Data privacy policy including privacy, security, intellectual property and digitized materials (ILL/CR) 	<ul style="list-style-type: none"> • Research, formalize and implement a User Accessibility/Data privacy policy including privacy, security, intellectual property and digitized materials. (ILL/CR)

Strategic Goal 4: Assess and improve staff spaces

Supporting Objectives	FY2022	FY2023	Next steps for FY2024
<p>4.1 Staff work areas need to allow for collaboration as well as individual productivity.</p>	<ul style="list-style-type: none"> Determine a new, centrally located area for DML staff offices. (DML) 		
<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"> 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) Investigate opportunities to expand on-site storage [basement expansion] and off-site storage through Maryland State Archives for SC materials (eg. Baltimore Sun, oversized artworks) (SC) Establish a mini-pantry in the library (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) Continue collaboration on mini-pantry (HLWG) Designate the Library as a food drop off location and food zone (HLWG) Expanded on-site storage in basement (SC) 	<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) Submit proposal to expand on-site storage and off-site storage through Maryland State Archives for SC materials (eg. Baltimore Sun, oversized artworks) (SC)