



MISSION

The Albin O. Kuhn Library & Gallery promotes intellectual growth and creativity by developing high quality collections, facilitating access to information resources, and furthering innovative teaching and learning. In support of the University's mission, our Library is dedicated to diversity, social responsibility, and lifelong learning.

VISION

The Albin O. Kuhn Library & Gallery will become the center of the University's intellectual and creative life.

To serve future users, we will transform the Library's physical and virtual space to adapt to changing needs; respond to advances in research, teaching, and learning; and invest in dedicated and knowledgeable staff by supporting professional growth and encouraging innovation.

Our commitment to this vision will position us as an institutional asset as the University looks to advance knowledge, economic prosperity, and social justice.

PREFACE

The AOK Library & Gallery's Strategic Plan, FY 2018-2023, is closely aligned with University priorities. The goals and initiatives of this document will provide guidance for the library over the next five years as we develop projects to serve those objectives. These activities support the focus areas of "Student Experience"; "Collective Impact in Research, Scholarship, and Creative Achievement"; and "Community and Extended Connections" in the UMBC Strategic Plan for Advancing Excellence. The Library's plan was guided by feedback from internal and external stakeholders.

Methods

To help formulate strategic directions and goals for AOK Library & Gallery, the Strategic Planning Working Group compiled data from a variety of sources. These sources included library staff members, university faculty, and students.

Implementation plan

The Strategic Planning Working Group recommends that an implementation group is formed to help develop projects that support the goals of the strategic plan. Ideally, this group will have representation from each department in the library and will report at library-wide meetings. While this is an effort that we hope the entire library embraces, we recognize that some decision making needs to be made at the executive level. The implementation group will work with the library's management team to design a system for tracking the progress being made in each strategic goal of the plan.

**PRIMARY GOAL**

The Library will continue to support and advocate for research excellence, scholarship, and creative activity within UMBC and the neighboring community. It is essential that we provide access to a diverse and high quality collection of materials, create meaningful and mutually beneficial partnerships within and beyond our institution, and be involved at every level of the creative process. We will become an integral part of promoting UMBC as a nationally and internationally recognized research university.

STRATEGIC GOALS

1. Enhance collections and access
2. Build partnerships
3. Showcase scholarship and creative achievements
4. Provide technological support for research endeavors

SUPPORTING OBJECTIVES

- 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
- 1.2 Streamline and improve access to materials by continuously evaluating and improving discovery and delivery
- 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

- 2.1 Continue our commitment and involvement in USMAI Advisory Groups, Communities of Interest, and Communities of Practice.
- 2.2 Encourage staff to grow and broaden their knowledge so they better serve the ever changing needs of our patrons.
- 2.3 Advocate for consortial purchases which economically increases access to information resources and the rapid delivery of these resources
- 2.4 Grow our relationships within UMBC by developing open communication with the research centers, student groups, academic departments and other campus entities
- 3.1 Using ScholarWorks@UMBC, promote and preserve the UMBC community's creative and intellectual achievement
- 3.2 Encourage community members to display their creations within the gallery, rotunda, and other library spaces.
- 4.1 Be aware of technological advances that improve access and utilization of our resources.
- 4.2 Provide the technology that patrons need to develop their ideas into a completed project.

**PRIMARY GOAL**

The Library meets the information needs of our students and other members of the UMBC community in equitable, inclusive, and effective ways. We work toward seamless integration of research support and information literacy into the UMBC curriculum. As practitioners who value cultural competence, we continually reflect on our teaching practices and seek opportunities for development.

STRATEGIC GOALS

1. Integrate information literacy into the UMBC curriculum
2. Improve teaching practices and cultural competencies
3. Strengthen the services that support academic success and lifelong learning

SUPPORTING OBJECTIVES

- 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.
- 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.

- 2.1 Librarians will hone effective pedagogical practices by engaging with reflective teaching, active learning, and critical pedagogy.
- 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.
- 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.
- 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.
- 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

PRIMARY GOAL

In order to better serve UMBC, the Library will analyze and adjust its internal organization and procedures.

STRATEGIC GOALS

1. Secure the funding needed to support our vision
2. Develop a branding and marketing strategy
3. Provide an environment for staff opportunity and growth

SUPPORTING OBJECTIVES

- 1.1 Budget must be supplemented and expanded to support the campus' projected growth.
- 1.2 Library must seek donors through the campus capital campaign and other sources.
- 1.3 Library will petition the campus to add a Library fee or similar.
- 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.
- 2.2 Collaborate with campus Public Relations in order to strongly connect with the campus and the public sector.

2.3 Staff positions and hours will be allocated to branding and marketing functions.

3.1 Staff development funds must be equitably allocated, and staff achievements must be recognized and rewarded.

3.2 New communication channels will be opened to allow for information to travel quickly and appropriately.

3.3 Guidelines will be regularly reviewed and updated to accurately reflect changing procedures and policies.

3.4 Look to other, similar institutions to determine whether there are more advantageous ways of organizing Library services

**PRIMARY GOAL**

The Library engages and supports our patrons through welcoming, equitable, and accessible physical and virtual spaces. We will expand the amount, type, and utilization of flexible, informal learning spaces in the library. To meet the needs of users and staff and improve the student experience, we will continually assess space usage and technology in the library and adapt to better serve all members of the UMBC community.

STRATEGIC GOALS

1. Develop flexible, accessible spaces
2. Foster creativity and collaboration
3. Plan for regular updates
4. Assess and improve staff spaces

SUPPORTING OBJECTIVES

- 1.1 It is imperative that in all library spaces accessibility be at the forefront of design considerations.
- 1.2 We will ensure that spaces are flexible and varied to meet the expectations of differing users and the exigencies of future trends
- 1.3 Flexibility will allow students to build their own preferred spaces around their own learning styles for both collaborative and individual learning needs

- 2.1 We will expand and enhance the existing creative and collaborative spaces within the library.
- 2.2 The Library will strive to provide mixed use spaces to encourage collaboration while continuing to provide space for individual learning.
- 3.1 The Library will continually assess space and technology needs, utilization, and condition.
- 3.2 Our space will remain flexible in order to implement practical renovations and redesigns when needed.
- 3.4 As technology needs and interests change, we will address those changes throughout library spaces by assessing equipment and infrastructure.
- 4.1 Staff work areas need to allow for collaboration as well as individual productivity.
- 4.2 We will also ensure flexibility in new and existing staff spaces in order to accommodate changing workflows.