

**University of Maryland Libraries
Strategic Plan
2005-2007 (calendar years)**

**ASSESSMENT OF ACCOMPLISHMENTS
FEBRUARY 2008**

The Libraries' current plan was written to cover three calendar years and is thus due for review and revision. Meanwhile, however, University President Mote asked Provost Farvardin to lead a campus-wide strategic planning effort, to be completed by the end of the 2008 academic year. The Library Executive Council agreed that the Libraries should not undertake a full-blown planning effort until the new campus plan is available as a foundation for the library effort.

The Libraries' former strategic planning task force regrouped, with two new members, Peter Armstrong and Donna King, to consider an interim update of the plan. The group quickly decided instead to leave the present plan intact and instead focus on:

- ❑ Assessing what has been achieved under each of the plan's objectives*;
- ❑ Identifying major areas needing attention as part of the full-fledged planning effort later this year;
- ❑ Identifying sources of user feedback to be employed when the strategic plan is thoroughly revised.

The second area will be developed as library staff and others' input is gathered in early 2008 to this present document, which focuses on the first element, assessment of the existing plan.

This assessment aims to be brief but accurate and meaningful. It is the first step in taking stock of the present strategic plan. Staff and others will be invited to comment on the assessment as well as major areas needing attention in the new plan.

*In this document, the library plan's goals and objectives are bold and underlined or in italics; the assessment, in regular font, is under each objective. A "parking-lot" designation means that the topic is important and will be given attention later.

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I. SERVICES

The user will experience effective and responsive service in person and virtually.

The Libraries will

- *Develop and implement new models for reference and information services.*

Traditional reference and information service declined between 2005 and 2007. There was a 20% decline in 2006 from 2005, and a further 14% decline in 2007 from 2006; 52% of all reference transactions were handled at reference desks throughout the Libraries. Although the Libraries had been providing local business-hour chat reference since 2002, in 2006 the Libraries adopted the statewide Maryland *AskUsNow!* service, using OCLC's *QuestionPoint* software, as the Libraries' chat and email reference service. In 2007, UM librarians accepted 1,920 live-chat sessions and another 2,552 email reference questions, of which 2,409 came from UM patrons. In 2007, the Engineering and Physical Sciences Library (EPSL) began beta testing "geetmeeb" instant messaging software to provide work-hour reference service to instant messages entering from AIM, Yahoo!, GoogleTalk, or Windows Live Messenger, on EPSL's home page.¹

- *Maximize and offer services to users through a variety of delivery mechanisms 24/7.*

Important delivery mechanisms have been created in-house or made available through participation in collaborative services. For instance, membership in the digital reference service *AskUsNow!* allows UM Libraries now to provide reference service 24 hours a day, seven days a week. Special Collections has created *ArchivesUM*, an online finding aids database, to allow researchers to view archival finding aids before visiting in person.² In 2007, Access Services implemented "hold available" email notices to all library branches and explored the technical feasibility with *Aleph* version 18 for automatic loan renewals and paging/delivering materials between branches.

- *Evaluate and reallocate staff resources to respond to service changes.*

The Library Executive Council (LEC) responds to changes in part through its approval process for open positions. A significant project that is in the works, based on a 2005 proposal, is Public Services' visioning (underway in late 2007) and subsequent workforce planning for the Libraries' service sites.

- *Expand electronic reserves and other forms of electronic document delivery.*

The Faculty Electronic Document Delivery Service (EDD) was implemented in 2005, as well as The ILLiad/ILL (interlibrary loan)/document delivery system, which was integrated with SFX. Electronic-only delivery of articles and chapters to UM patrons (Course Reserves and ILL/Document Delivery) was completed in 2005, and gained 100% compliance. Access Services began investigating the feasibility of the *ARES Course Reserve* system, also in 2007.

The user will benefit from library-assisted learning opportunities.

The Libraries will

¹ <<http://www.lib.umd.edu/ENGIN/contact.html>>

² <<http://www.lib.umd.edu/archivesum>>

- *Maintain the information literacy program to assist users to become more self-sufficient.* As conducted by User Education Services, subject specialist librarians, curators and special collections librarians, the Libraries' information literacy program remained strong and robust. From 2005 to 2007, the Libraries conducted an average 1,000 sessions to 22,800 participants each year.

- *Provide a formal program of efficient and effective learning opportunities to maximize users' information literacy.*

The Libraries led the information literacy evaluation of the University Middle States Re-Accreditation process. In particular, User Education Services developed the "UM Libraries' Information Literacy Assessment Plan" (Middle States).³ Within the last two years, the Libraries have begun to foster a culture of assessment by developing a plan to measure student learning for first-year programs. The goal is to systematically assess what students are learning in the classroom so that the Libraries may better design learning opportunities.

- *Collaborate with faculty and other groups to build and expand information literacy within the curriculum and the classroom.*

The *Liaison System Report*, by the Collection Management and Public Services Leaders' (CPL) Liaison System Working Group, recommended these guidelines: promoting library instruction; working with faculty as they develop assignments with a library research component, and encouraging faculty to link their syllabi to subject specific and general library web guides as well as course-related web pages. Library liaisons now take advantage of using departmental computer labs to bring the library to the patron.

- *Provide instruction at the user's point of need.*

A "link to" request was implemented in SFX. In 2007, there were over 1.5 million clicks on the *Find It* button, and over one million "clickthroughs," which are any clicks on a link in a menu. Essential information is built in to appropriate web pages, e.g. *Films@UM*.

The user will have access to an integrated environment for content, tools, and services *The Libraries will*

- *Improve users' ability to be more self-sufficient.*

In 2007, the Libraries' Circulation sites ceased stamping due dates on borrowed material, encouraging patrons to use electronic alternatives, such as *My Account*, to self-manage loans. Email courtesy renewal reminders generated by *Aleph* were also instituted. Circulation self-check services were expanded to include the Art Library in 2007.

- *Enable creation of personalized space for users to develop and maintain instruction and research-related materials (e.g. My Research Port/My Account, WebCT).*

In the past three years, the Libraries have subscribed to a number of databases which allow for personalized space. Examples include *Artstor* and *RefWorks*.

- *Develop tools to empower users to access information and services efficiently and effectively.*

³ <<http://www.lib.umd.edu/MCK/assessment.html>

Digital Collections provide a common access point building upon the *ResearchPort* model. See below for information on *Aleph* upgrades.

- *Provide improved access to information through local, state, national, and international collaboration with other libraries and organizations.*

The Libraries participate in a number of collaboratives: University System of Maryland and Affiliated Institutions (USMAI), Chesapeake Information and Research Library Alliance (CIRLA), and offsite shelving in collaboration with Johns Hopkins. The University of Maryland participates in the Program for Cooperative Cataloging (PCC) to improve access to bibliographic information in *catalogUSMAI*. The Collection Management/Special Collections Division of UM Libraries has taken the leadership in forming the Maryland History and Culture Collaborative, a group of information professionals throughout the region who provide reference services on topics of Maryland interest. Subject librarians from the Humanities Team and Social Sciences Team developed the “Sister Library Program” which exchanges librarians from the University of Maryland and various Latin American libraries.⁴ Subject librarians also forged a formal Library of Congress/University of Maryland partnership for the purpose of increasing options for scholarly research and collaboration.⁵

- *Maintain up-to-date technology to assure improved and continual access.*

The *Aleph Integrated Library System* was upgraded to version 18. *Aleph* patron privacy initiatives have included Social Security Number removal and purging of expired patron records. Patron loader information was implemented; work is ongoing. Interlibrary loan software was upgraded (to *ILLiad* 7.2). The patron authentication infrastructure (*Shibboleth*) was upgraded. User equipment upgrades were planned (for microform reader upgrades) and are currently being implemented. Web Services has started the process of upgrading the website to a content management system for ease in making additions and changes to the Libraries’ website. An improved website will make it easier for users to find information about the Libraries and its resources. Stream server hardware to provide wider access to video resources was updated. A virtual environment for library servers was implemented. ITD is currently planning for uninterrupted access to the Libraries’ online discovery tools, even during equipment or power failures. The discovery interface for *Research Port* (*MetaLib* version 4) was improved. ITD updated staff and public computers on a regular basis. The EContent team authored a troubleshooting guide for *Research Port*.⁶

- *Encourage staff to collaborate across divisions to provide this integrated environment.*

Cross-divisional collaboration is extensive in the Libraries, as is immediately evident from the listing of staff groups on the website.⁷ Just one example is the Library Information System Team (LIST), created in 2005. LIST is the campus USMAI involvement team instigated by the consortium’s Council of Library Directors. Its mission is to serve as a site advisory group to the Dean of Libraries, providing input and feedback in USMAI consortium issues as experienced with the University of Maryland Libraries.

⁴ <<http://www.lib.umd.edu/PUB/publications/um/051906.pdf>>

⁵ <<http://www.lib.umd.edu/PUB/lcpartnership.html>>

⁶ <<http://www.lib.umd.edu/ETC/tsguide/tsguide.html>>

⁷ <http://www.lib.umd.edu/PUB/committees.html>

- *Employ usability studies to reform current and to develop new services that respond to user needs effectively.*

ITD has conducted usability studies for *Research Port*, the *Catalog*, *Find It*, *Engineering Library* home page, and the Libraries' web pages. Special Collections conducted a usability study for a research guide they developed. This study was supported by a library research fund grant. *LibQual+*tm and feedback forms also provided a stream of usability data.

- *Seek feedback from users regularly.*

To collect data and feedback on student learning, the Libraries have instituted Learning Outcomes Assessment for its first-year programs.

- *Engage users at the earliest possible stage in the development of services and resources.*

A program of ongoing usability studies for services and resources of College Park faculty and students via ITD was implemented. The USMAI User Interface Group was formed in 2005. Its mission is to direct the development of unified, harmonious, and usable designs for the consortium's public interfaces, such as the *Catalog*, *Research Port*, and *Find It*. The group plans, conducts, and evaluates the results of usability and other user testing; makes decisions and implements improvements to user interfaces, and coordinates revision of help screens and user documentation as necessary. The User Interface Group also works with the Electronic Collections Committee and other USMAI task groups and communities of interest as appropriate, to communicate about and publicize interface changes.

The user will be aware of the developments in library services and collections.

The Libraries will

- *Increase awareness of the information and other services provided by the Libraries to the University community.*

In 2005, the Libraries hired a full-time Communications Coordinator to help reach this objective. The *Annual Report* had been retooled already and the coordinator continued that more polished publication, along with many other efforts, including a communications plan, plus PR efforts for various library events, initiatives and service and infrastructure advances. Despite the coordinator's departure in mid-2007, efforts continue, as evidenced by the new *Library Guide*, which went to press in late 2007. The Libraries' External Relations Office produces a biannual magazine, *Illumination*, primarily intended for donors. Many library employees undertake communication, PR and marketing efforts to increase awareness of library resources and services. Between 2006 and 2007, the Access Services Team, with the assistance of the Graphics Coordinator, installed consistent signage regarding fines and reshelving throughout the campus libraries. In 2007, the Special Collections Collaborative instituted a series of midday presentations, "Hiding in Plain Sight: Little Known Collections in the University Libraries," highlighting hard-to-find-and-access library collections.

- *Develop orientation programs that enable faculty, staff, and students to exploit the resources and services of the Libraries.*

The Libraries participate in a number of annual campus orientation programs including the First

Look Fair, Stampfest, and New Faculty Orientation. User Education Services and individual subject liaisons work with their constituent groups to provide just-in-time and annual orientations to groups as needed.

- *Work proactively with faculty and graduate students to strengthen, supplement and complement their academic programs and research.*

The *Liaison System Report* recommends strengthening the current system by developing a more coherently managed program by both directors of Collection Management/Special Collections and Public Services assuming shared responsibility for the program, devoting more time and greater energy to facilitate contact and communication between the Libraries and the teaching departments. Their actions should be taken in cooperation with CPL, the subject collaboratives, and the Libraries' Communications Office. The directors should ensure that the activities of these groups are strategically planned and coordinated to be mutually beneficial. To date these recommendations have not been implemented.

- *Promote new services including technology, research tools, and training.*

User Education Services has introduced “clicker technology” into all four instruction labs in McKeldin Library. Clickers are wireless devices that allow instructors to capture user responses to multiple choice questions using *PowerPoint* slides. They enable an instructor to test student knowledge and to gather information from students in order to assess their learning. The *Assignment Calculator* was introduced to help users manage their research.⁸ New online citation style guides (i.e. *APA*, *Chicago/Turabian*, *MLA*) have been introduced to help users in their research.⁹ *Refworks* was introduced to users. It is a web-based bibliographic management tool that allows users to build their own online personal database, manage their references, and generate in-text citations and bibliographies in various citation styles.¹⁰

⁸<<http://www.lib.emd.edu/UES/freecalc>>

⁹<<http://www.lib.umd.edu/ETC/Reference.html#research>>

¹⁰<<http://www.lib.umd.edu/PUBSERV/refworks/index.html>>

II. COLLECTIONS AND INFORMATION RESOURCES

The user will have access to high quality collections designed for their research and teaching needs and responsive to changes in information delivery.

The Libraries will

- *Make its Web presence the virtual key to resources and collections.*

Since 2005 the Libraries' website has been redesigned to become a single place to access to resources and collections. This is an ongoing process based on usability studies and developing technologies. The *UM Digital Collections* website is an example of a single point of access to the Libraries' digitized collections.

- *Strengthen the technology infrastructure to support greater use of macro strategies for routine processing.*

WorldCat Collection Analysis, an OCLC product, is utilized by the Libraries' selectors and other staff to analyze print and electronic collections in a variety of general and very specific ways as well as to compare holdings to those in other libraries. The analyses, based on UM holdings data in *WorldCat*, are created and viewed within the staff view of the *FirstSearch* reference service database.

Blackwell Collection Manager, a web-based acquisitions and collection development system, has a database of over 200,000 print and electronic titles. The Libraries' selectors use this tool to request online the titles they wish ordered. Late in 2006, the Libraries extended the services provided to them by Blackwell, vendor of their approval plan, to include "shelf ready books." Approval plan materials currently arrive from Blackwell fully processed physically and fully cataloged (bibliographic records with status of items set and holdings in Aleph & OCLC, etc.). With a few finishing touches such as finalizing locations and clearing item statuses, the majority of "shelf-ready books" is released for shelving.

In 2005, agreements were reached with Library Technologies Inc. for outsourcing the maintenance of controllable entries on bibliographic records in the consortium database, *CatalogUSMAI*. Except for numbered series, UM copy catalogers rarely need to check controlled access points.

In 2006, an ETD MARC Record Generator Macro was developed by the Information Technology Division. The macro generates MARC bibliographic records for Electronic Theses and Dissertations (ETD) in the Digital Repository at University of Maryland (DRUM). ITD places the generated ETD MARC records in a file which is later imported into OCLC Connexion Local Files by staff in the Technical Services Division. TSD staff process the Electronic Theses and Dissertations, finalize information in the ETD MARC records, update the records in OCLC, and export those OCLC records into *CatalogUSMAI*.

- *Identify and implement projects to maintain accurate catalog records and inventory control.*

In 2007, the Adaptive Cataloging team began sending titles to the Original Cataloging queue after their team's first search of OCLC failed to find acceptable bibliographical copy or any

record at all. Original Cataloging targets the bibliographic copy sent with the titles for national enhancement, PCC records, and Name Authority Cooperative Program (NACO) authority work and creates original records for titles without copy. For more on inventory control, see the bullet “Establish a program to provide bibliographic control of uncataloged material.” Future undertakings have been identified.¹¹

- *Integrate more fully the acquisition, description, and access maintenance of digital and traditional resources, with priority accorded to electronic formats.*

To achieve better integration during this period, the Libraries made and implemented decisions calling for the export of OCLC records at point-of-order for all formats, use of the single bibliographic record for materials in multiple formats, standing subscriptions for major series when all published items in it are desired, and outsourcing of maintenance of controlled access points to Library Technologies Inc.

- *Establish a program to provide bibliographic control of uncataloged material.*

For uncataloged government documents, e-resources, media, books, maps and archival materials, some progress is being made. As part of the program to improve the storage and access of archival motion picture film holdings, item-level records are being created during the re-housing process. In 2007, the Libraries replaced the standard used for guidance by archivists in creating Finding Aids and by catalogers in making catalog records for the Finding Aids with a standard called Describing Archives: A Content Standard (DACS). In 2006, a collection level record was made to provide access to uncataloged Jewish prayer books. As time permits, this type of approach will be used for other categories of uncataloged materials in the collections. The Cataloging Policy Coordinating Team has begun work on guidelines for providing a collection level record for each major, newly donated gift collection to the libraries to note its volume/title count, subject matter, significant author/titles, etc.

- *Support the digital library initiatives through the development of metadata applications appropriate to the individual digital project.*

During 2005-2007, the Libraries created, implemented, and documented XML Document Type Definitions for University of Maryland Descriptive Metadata and University of Maryland Administrative Metadata.

- *Contribute to national cooperative catalog programs, particularly in those subject areas that are a priority for UM and that are important or unique.*

The Libraries participate in the Program for Cooperative Cataloging (PCC) to be a part of the effort to provide cost-effective cataloging that meets mutually accepted standards of libraries around the world. In the period 2005-2007, catalogers participating in BIBCO and CONSER created authority records for names (includes name/uniform titles) and series through NACO to support their PCC monograph and CONSER serial record contributions. Very few subjects needed to be proposed to SACO. The publications targeted for national level treatment were University and State of Maryland publications and subject areas heavily used in the Libraries’

¹¹ Implementation of the Aleph Authority Control Module [May never happen if *WorldCat Local* is implemented here.] International authority control. Resource Description Access (RDA)—framework for technical and content description of all types of resources and all types of content.

collections. Some PCC FY2007 (Oct. 1, 2006-Sept. 30, 2007) statistics for University of Maryland Libraries are provided.¹²

- *Evaluate and reallocate library materials funds to respond to changes in information delivery.*

The Collection Management Team monitors this ongoing process, which is a major challenge because of inadequate budget support. Beginning in 2005 the Libraries tracked the in-house use of print journals (and later the in-house use of books) at the title level. Understanding how print collections are used both inside and outside of the Libraries allows for the best allocation of materials funds.

- *Carry out preservation programs to maintain needed resources.*

In 2006 the Libraries started a new initiative to preserve archival audiovisual materials including audio, video and motion picture film holdings in archival collections. Nine thousand new film canisters were purchased and a project is underway to re-house all motion picture film collections.

Between 2005 and 2007, the Preservation Production Group selected materials from disciplines of importance to the University of Maryland needing attention. Materials from Rare Books and Marylandia testing acidic-but-not-yet-brittle were sent to be deacidified by a process using chemicals to neutralize the acids in paper. Unsalvageable/lost needed library resources were replaced as appropriate with reprints, photocopies, and microfilm. Some salvageable resources were treated in Preservation. The group also created digital files and microfilm of other materials. Newly completed serial volumes were bound. Budgetary cuts for preservation activities prevented the group from doing more. Some statistics from Preservation are provided.¹³

Between 2005 and 2007, the Government Documents & Maps unit collaborated with commercial publisher LexisNexis (L/N) in a U.S. Serial Set map digitization and preservation project. Select maps were removed from volumes of the regional depository's serial set, de-acidified, encapsulated, and scanned by L/N to enhance its U.S. Serial Set database. The preserved maps were returned to the UM Government Documents & Maps unit for storage and use.

¹² NACO (includes contributions made through the funnels for Music & Hebraica) names 530; series 107; chg. Names/series 503. SACO New subject 5. BIBCO 531 pcc records. CONSER Authenticate 52 serial titles; Maintenance 216 serial titles.

¹³ Volumes deacidified: FY2005: 2440 volumes from Rare Books and Marylandia
FY2006: 2647 volumes from Rare Books and Marylandia FY2007: 0 volumes
Replacements (reprints, photocopies, microfilm): FY2005: 173 volumes photocopied; 178 book and microfilm replacements received FY2006: 207 volumes photocopied; 192 book and microfilm replacements received FY2007: 140 volumes photocopied; 135 book and microfilm replacements received
Volumes Treated in Conservation: FY2005: 5,354 volumes treated FY2006: 4,625 volumes treated FY2007: 4,360 volumes treated
Microfilm and Digital Files: FY2005: 14 microfilm reels created; 4,067 digital files created FY2006: 0 microfilm reels and digital files created FY2007: 8 microfilm reels created
NEH-funded USAIN project FY2007: 62 microfilm reels created
Volumes Bound FY2005: 9,112 serials bound; 6,462 monographs bound FY2006: 9,003 serials bound; 3,711 monographs bound.

- *Develop collection management policies to maximize effectiveness of the shelving facility shared with Johns Hopkins University.*

The Collection Management Team continues to monitor developments with the storage facility. Decisions were made to move bound volumes for journals to the facility.

- *Lead the development of a virtual online catalog (MDL) to enable resource sharing among Maryland academic sites.*

The Maryland Higher Education Commission in the proposed FY09 budget for the Maryland Digital Library has included funds for the acquisition of a resource-sharing catalog. Maryland Digital Library is exploring the possibility of WorldCat Local to support such a service.

- *Participate in regional and national print repository consortia that will collaboratively eliminate duplication of low use materials while maintaining 'last copy' access.*

The Government and Geographic Information Services (GGIS) Task Force report recommends creating shared collections of government documents with Johns Hopkins University and the USMAI libraries.

The user will have access to an increasing amount of scholarly information online.

The Libraries will

- *Acquire, when practicable, information resources in electronic format.*

The Libraries continue to move journal subscriptions from print to electronic format following the criteria outlined in the 2002 policy. The Libraries, through participation in the USMAI, are supporting participants in the Portico project providing electronic preservation for e-journals. The Libraries have acquired several large electronic full-text collections to replace microform collections: *EEBO* and a subset of *Eighteenth Century Collections Online* as well as streaming audio music databases such as *Classical.com*, *Smithsonian Global Sound*, and *DRAM*. The Libraries have substituted access to electronic databases for print standing orders. An example is the substitution of *Westlaw Campus* for a number of legal standing orders. Another is *RIA Checkpoint* for tax information, including tax law, analysis, journals, news, cases, and rulings.

- *Acquire electronic resources more cost-effectively through consortial partnerships such as USMAI and the Maryland Digital Library.*

This is an ongoing activity with College Park providing leadership for the consortial purchasing.

- *Deliver the majority of historic government documents electronically.*

This delivery is ongoing as provided by the Government Printing Office.

The user will have access to locally-created digital resources.

The Libraries will

- *Develop digital library collections.*

Films@UM, *The Jim Henson Works*, *A Treasury of World's Fair Art & Architecture*, and *University AlbUM* are the digital projects that were completed from 2005 through 2007. In

process in 2007 were the projects for *Baltimore News American*, *Prange Digital Children's Book Collection*, additions to *University Album*, and various image collections.

- *Ensure appropriate access to and promote locally-created digital collections.*

The Jim Henson Works and *A Treasury of World's Fair Art & Architecture* were advertised via listservs as well as electronic and print publications. *Films@UM* will be advertised using a brochure to be completed Winter 2007/2008. The general digital collections are advertised via postcards.

- *Create in-house digital projects to complement core collections.*

All projects completed between 2005 and 2007 as well as those still in process complement the core collections.

- *Increasingly make high-demand, unique, or fragile research materials available in digital format*

In 2005, the Libraries created digital files for the University's publication, *Outlook*. In 2007, digital projects included the scanning of two World's Fair books and other World's Fair documents. Between 2005 and 2007, University of Maryland added 1,560 digital images to ARTstor, a research database, accessible through *ResearchPort*.

The user will have access to a library that responds to the changes in scholarly communication.

The Libraries will

- *Take institutional leadership to advance the understanding of changes in scholarly communication such as the emerging open access movement.*

CMT continues to monitor changes in scholarly communication. A task force with representation from Collection Management and Public Services is providing leadership in developing a scholarly communication program. A website for scholarly communication resources is being maintained.

- *Collect, preserve and disseminate the intellectual output of the UM faculty through projects such as DRUM.*

Over the past three years, the *DRUM* program has systematized the process for the deposit of theses and dissertations and has worked with faculty in the academic departments to develop more understanding of the importance of building an institutional repository of College Park publications. Also included within *DRUM* are specialized collections such as technical reports produced by the University of Maryland. *DRUM* faces an ongoing challenge getting faculty to submit their research. To date, there are 7,154 documents deposited in *DRUM*: 48% are electronic theses and dissertations, 47% are technical reports, and 5 % are faculty contributions.

- *Participate in collaborative partnerships to advance the creation of alternative modes of scholarly communication.*

The Libraries continue to support such alternative modes of scholarly communication such as *SPARC*, *JSTOR*, and *BioMedCentral*. Budgetary constraints have restricted expanded support of alternative scholarly publishing.

III. INFRASTRUCTURE

The user will be assured that the Libraries are careful stewards of all financial resources.

The Libraries will

- *Maintain systems of checks and balances and reporting to know at all times that expenditures are appropriate and valid.*

The Budget Office has embarked on an extensive review of accounts and procedures for maintaining them accurately.

- *Carry out annual implementation plans of the Strategic Plan for special attention to accountability and efficiency.*

Each spring, LEC retreats to review the activities and accomplishments of the year, and to review the budget and plans for the coming fiscal year as guided by the Libraries' strategic plan.

The user will find an inviting and safe environment with spaces for individual and collaborative work configured to support learning and research.

The Libraries will

- *Develop an Information Commons space in McKeldin Library.*

In December 2005, the Office of Information Technology and the University Libraries proposed a partnership to form a Terrapin Learning Commons¹⁴ which would take support for academic endeavors at the University to a new level--one that offers all users unique physical and virtual spaces in which to access, create and collaborate; to access tools, resources, and support in order to create individual and group projects while collaborating with classmates, colleagues, or area experts. Regrettably, start-up costs to design and build the proposed space exceeded available funding. The proposal is still in the Libraries' program, but at a lower priority pending procurement of additional financial support.

- *Apply information commons design principles in all library facilities by developing functional, adaptable places for active learning, which put users first, where noise is managed, and users are safe and secure.*

In August 2005, Nonprint Media Services moved to new location on the ground floor of Hornbake Library, under the plaza.¹⁵ The new space houses the most current technologies for audio and visual materials and provides access to information in all film and video formats. The new space has custom built octagonal multimedia carrels designed to provide a comfortable, flexible space for one or two people to work together.

In the fall of 2007, the Shady Grove Library and Media Center moved to a new building.¹⁶ The new facility is 22,500 square feet and provides study carrels and reading rooms. There are four different areas for quiet and group study. The main reading room has seating for 80 patrons, with state-of-the-art technology; individual study carrels are also located between the stacks; and for leisure reading and laptop use, there is a study lounge.

¹⁴ <<http://www.lib.umd.edu/groups/infocommons/home.html>>.

¹⁵ <<http://www.lib.umd.edu/NPRINT/nprint.html>>.

¹⁶ <<http://www.lib.umd.edu/shadygrove/about.html>>.

Noise abatement remains a problem for all libraries.

- *Evaluate and reallocate resources for infrastructure support to respond to changes in information delivery.*

LEC is continually reviewing requests for infrastructure support. The Architecture Library will receive some renovation, and the Prange Collection moved to Hornbake, freeing space in McKeldin. Discussions are underway with the Dean of the School of Architecture on a potential project to redesign McKeldin, Chemistry and EPSL spaces. McKeldin Access Services renovations planning began in 2007 and should result in improved patron services.

- *Upgrade photocopy and pay-for-print systems to take advantage of latest technology.*

The Libraries have installed a debit card-based service using the Dining Services' *Terrapin Express* system that is called "Pay-for-Print."¹⁷ It can be used to pay for general photocopying and/or computer printing from library-owned or patron-owned computers. The installed multi-function printer/copiers provide users access to sheet feeders, two-sided printing, and document collation, to name only a few options. Additionally, full color copiers have been installed in several libraries. It is intended that color printing and copying will soon be available in all campus libraries. In addition, print/copy scanning has been implemented as has a remote pay-for-print service that allows users with laptops and wireless connections to send jobs to the pay-for-print service.

- *Enhance security of buildings, collections, and people.*

The Libraries have a Safety and Security Committee¹⁸ to review safety and security concerns, and to conduct periodic training of staff. More "panic buttons" have been installed throughout the library facilities, and additional security cameras have been installed in multiple locations in Hornbake and McKeldin that can be remotely viewed live by Campus Security. A camera tie-in to Campus Security is in progress for the Art Library. Additional card readers have been ordered for doors at branch libraries and McKeldin.

- *Identify, prioritize, plan, and seek funding for long-term solutions to serious infrastructure problems including temperature and humidity control and maintenance in all Libraries.*

In June of 2006, the Libraries received a \$700,000 grant from the National Endowment for the Humanities (NEH) to create more appropriate environmental conditions for its Special Collections.¹⁹ The funds, made available through NEH's Stabilizing Humanities Collections program, will be used primarily to make upgrades to the HVAC systems in Hornbake Library. The NEH grant was matched by funds from the University Provost.

- *Continue planning for the prospective shared shelving facility.*

The Libraries currently rent space in the Library Service Center shelving facility built by Johns Hopkins in Laurel at the Applied Physics Laboratory campus. The Libraries have made a commitment to build a second module on that site, to become co-owners of a shared facility rather than tenants in a facility owned entirely by Hopkins. Planning for this facility is well under way, but funding has not been appropriated by the state legislature to support this effort at this time. The CASE (Capacity Assessment & Stacks Evaluation) effort (finished in early 2007)

¹⁷ <http://www.lib.umd.edu/PUBSERV/printing/>

¹⁸ <http://www.lib.umd.edu/PUB/Safety/>

¹⁹ <http://www.lib.umd.edu/PUB/PUBLICATIONS/Pressreleases/press061206.html>

provided data (library capacities, how full they are, and tangible collections' growth estimates) to inform this planning.

- *Continue to work with campus to keep attention on the need for new library facilities, such as a combined Art and Architecture Library.*

The Libraries are represented on the campus Facilities Advisory Committee which reviews proposals for new construction and renovation of existing facilities and makes recommendations to the Provost and the Facilities Council. A proposal for a Visual Cultures Center which would include the Art and Architecture libraries has not been acted upon.

The user will find a well-maintained information technology infrastructure to support access inside and outside of the Libraries.

The Libraries will

- *Provide access to cutting-edge information technology and support.*

Digital reference has been implemented in the USMAI consortium. The Libraries now provide productivity software for student use on the online public access catalogs (OPAC). Other elements of this bullet are addressed throughout this assessment.

- *Provide an adequate number of workstations in the Libraries.*

Workstations for staff are provided to all full-time employees and are updated on a regular schedule. The count of public access workstations is nearly 300.

- *Provide wired and wireless access throughout the Libraries.*

As of 2006, all libraries have provided wireless access available to members of the University of Maryland community.²⁰ The Libraries also provide a pay-for-print services that works on library-owned computers as well as laptops belonging to users.

- *Design online services to be as device independent as possible, e.g., support access and use for PDAs, phones, and other devices.*

Parking Lot

²⁰ <<http://www.lib.umd.edu/guides/yourlaptop.pdf>>.

IV. ORGANIZATIONAL DEVELOPMENT

The user will benefit from an organizational culture that is adaptable and encourages change, teamwork and diversity.

The Libraries will

- *Cultivate leadership skills in all staff.*

Leadership skills have been cultivated on various levels: defining leadership within the organization, sponsoring workshops, sending ten individuals to the campus Leadership Development Institute, etc.

- *Encourage staff collaboration to develop an environment responsive to change.*

Library employees do much of their work in groups, teams and committees, either assigned, voluntary or elected. Efforts to improve purposeful collaboration are ongoing. Just one example is the 2005-06 evaluation of 15 teams and committees as part of the then Leaders Group's redirection of effort project. With the 15 groups themselves, the Facilitators Team and LEC examined the groups' missions, operations and effectiveness and suggested improvements.

- *Support the ongoing development of shared governance.*

This effort is still evolving, especially regarding decision-making domains, maturity of processes and participation. Both the revised *Plan of Organization* and the revised Appointment, Promotion, and Permanent Status policy were approved by the University.

- *Facilitate adaptable and responsive library operations and services through self-managed teams.*

Teams in the Libraries are a mixture of approaches (e.g., permanent leaders, team-selected leaders). Work with them continues, to develop collaborative practices where staff are involved in decision-making, they share in getting the work done, and they share in being accountable. All teams work to manage and adapt to changes in their areas. More work is obviously needed and some teams accomplish their purposes better than others.

- *Staff all libraries appropriately to meet user needs.*

Staffing levels and mixes of skills are somewhat a result of budgetary or organizational constraints and somewhat a result of the fact that a library-wide analysis has not been done. A study of staffing and skill levels for public service sites will begin shortly, building on a visioning exercise that started in late 2007.

- *Encourage and reward risk-taking behavior that leads to innovative ideas and solutions.*

This objective is addressed indirectly through such avenues as the Staff Awards program (see below), and individual or group initiative in such areas as research and campus outreach.

- *Develop a flexible reward system recognizing individual and team accomplishments.*

The most visible discretionary reward system, the ten-year-old Staff Awards program, managed by a committee of volunteers, has adjusted awards and criteria to keep the program fresh and responsive to library employees' accomplishments. For example, there is a new award category in 2007, "special recognition," for which the criteria for nomination include diversity initiatives, efficiency and/or productivity, excellence in customer service, innovation and creativity, etc.

The Dean's Office also began in 2006 a more active set of efforts to recognize staff for various achievements and service and to engage more with staff in planned and extemporaneous ways. The reward system represented by salaries, benefits, cost-of-living and merit increases, classification and promotion is continuously scrutinized and adjusted for the most effective combinations, even while always constrained by university or state regulations and resources.

- *Promote individual commitment to diversity principles and goals.*

The Diversity Team leads these efforts, with the active support and involvement of many library employees. The Team, for example, sponsored a diversity town hall meeting in 2007 and LGBT forums in 2006 and 2007. The Team's longstanding video brown bag sessions continue. So too do library specialists' development of library resource lists for the Provost's Conversations on Diversity, Democracy and Higher Education. The 2004 survey, Organizational Climate and Diversity Assessment (OCDA), also showed that employees view the Libraries as valuing diversity.

The user will benefit from the Libraries' culture of assessment.

The Libraries will

- *Develop and implement a library wide assessment program that regularly reviews the efficiency and effectiveness of the Libraries operations.*

Outcomes of the recent Lib-QUAL+™ survey determined the need for the campus-wide summit in October 2007, to gather information about the effectiveness of the Libraries' operations and services. Since 2005 some library staff have advocated adopting the Balanced Scorecard as the library-wide assessment program. To prepare for potential adoption, a team of students in the Masters of Information Management program at CLIS completed a study for the Libraries in early 2006 and it was agreed a pilot project would be with the Personnel and Budget Office. Staff changes and reorganization in that office delayed the start of the pilot until early 2008, for the now-separate Budget Office and Human Resources Office.

- *Conduct and expand user needs assessment and assure that findings are included in the planning process.*

The Management Information Systems (MIS) Office helped plan and coordinate or held focus groups with staff to determine the needs of internal users to improve hiring practices and supervisory tools and skills needed to operate day to day. Results of the user availability study on the library webpage, Research Port and the catalog showed they are poorly designed and not user friendly.

- *Maintain current data on the Libraries' status and needs to facilitate fact-based decision making, planning, and for external reporting purposes.*

The MIS Office, upon request, presented data to Dean of Libraries, LEC and library teams to make fact-based decisions. In addition, MIS developed or helped develop in-house surveys to assist teams in determining their needs.

- *Improve library work climate by addressing the findings and recommendations of library surveys and studies.*

Results of the most recent OCDA survey were used to improve the work climate through such efforts as designing and implementing best practices of Organizational Citizenship Expectations for all library staff. All divisions were asked to identify two to three strategies that would address findings of the OCDA Survey. Preparations to administer the OCDA survey in spring 2008 are underway.

The user will experience improved resources and services that would be impossible without more aggressive external relations.

The Libraries will

- *Establish a top-performing library development operation for public communications, prospect management, partnership development, fundraising and grantsmanship.*

In the past three years the Libraries have had very active operations in these areas, but with communications and grantsmanship now hampered by staff vacancies. External Relations has experienced turnover as well but positions have been/are being filled, as necessitated by the campaign deadlines and goals. It is important to note that many in the Libraries, including the dean and curators and subject librarians, support this development work. In 2005-2007 the Libraries received these grants:

- Planning Grant: Collection Building for Web Resources w/Columbia Univ.(Mellon) - \$75,000
- Maryland Interlibrary Loan Organization (MD State Dept. of Education) - \$88,437
- US Agricultural Information Network Phase VI (Cornell/NEH) - \$100,000
- Hornbake Library HVAC Improvement (NEH) - \$700,000
- Asian studies materials (College of Arts and Humanities/Freeman Foundation) - \$200,000
- Liz Lerman Dance Exchange Archives, organization and preservation (NEA) - \$15,000

The Libraries also have two cooperative agreements with the National Agricultural Library. One is to advance science librarianship; the other, to preserve and improve access to the history of U.S. agriculture.

- *Develop strategies to meet the goal of the University Capital Campaign (2006-2011).*

As of November 2007, the Libraries, led by External Relations, had raised \$16.8 million of the \$20 million campaign goal, through a combination of cash and in-kind donations and bequests.

The user will benefit from staff that is well trained, efficient and effective.

The Libraries will

- *Recruit, assemble, cultivate, and retain the human resources to enable first-class support of the University's mission.*

Despite budget constraints, the Libraries have had very active recruitment years recently. In FY 2005, there were 31 appointments to regular library faculty, exempt and non-exempt staff positions; in FY 2006, 21; in FY 2007, 24. This level of effort in hiring also means large requirements for orientation, development, mentoring, etc., which the Libraries continually undertake. The HR Office head is designing an exit interview process to discover and over time address reasons for leaving. (In FY 2005 there were 18 resignations among regular library faculty, exempt and non-exempt staff, including six retirements; in FY 2006, 25 resignations,

including eight retirements; and in FY 2007, 11 resignations, including one retirement.) Concentrated work is done too with supervisors, from 1-1 sessions, a variety of workshops through the Learning Curriculum, and recent focus groups to learn more about supervisors' elemental needs. Data suggest retention of minorities is satisfactory, but with more work to be done on more diverse applicant pools.

- *Improve efficiency and effectiveness of staff searches and recruitment.*

In 2005 and 2006 the Planning and Administrative Services Division studied what works well and what doesn't in the Libraries' search and recruitment processes and identified steps for improvement. Streamlining processes, communicating fully with library and campus stakeholders as well as candidates, promoting the UM Libraries as an employer, etc., are all ongoing efforts. At the same time, the Libraries have had to adjust to new campus rules limiting the role of supervisors in searches.

- *Redesign individual jobs and organizational processes for increased flexibility, accountability and performance.*

Library work groups are continually adapting to new/changing assignments and opportunities. There also have been notable advances in uniformity of process, such as the LEC approval of requests to reclassify positions and the subsequent work. Eight were successfully requested and reclassified since May 2006. A significant example of redesign of organizational processes is the separation of Human Resources and Budget offices, with clear identities and suites of services for both, in ways more obvious to those inside and outside the Libraries.

Further, over time, more and more of the Libraries' operations have become more dependent on automation and digital content. This shift has caused the work of Information Technology Division (ITD) to grow to the point where the division needs to change its structure to support needs of library staff. ITD has been reorganized to meet this goal. In addition, the Libraries require some new positions with some new technical skill sets.

- *Provide the necessary facilities, equipment, training and technical support for staff at all levels and review regularly.*

Many library individuals and groups are involved in this ongoing effort, from the Desktop Services Committee to the Space Planning Advisory Team, to the Facilities Office to LEC, which reviews and approves renovation projects, new equipment, etc. This year is a good example of the varied projects: moving the Prange Collection and staff to Hornbake Library, planned or actual renovation and re-equipping portions of Technical Services and the McKeldin circulation/ILL/reserves office area, and rearrangements and new offices in the Architecture Library.

- *Expand the Libraries' Learning Curriculum for staff at all levels.*

The Learning Curriculum continues to expand its reach into new workshops and related offerings (such as encouraging use of the online *SkillSoft* courses), while it also repeats "classics" such as meeting management, safety and security, etc. It keeps staff current with software applications and is preparing a whole new suite of Microsoft *Office 2007* training and handouts. Since its inauguration in 2001, the Learning Curriculum has been the umbrella for 239 workshops (including 26 on customer service), with a total attendance of 3,225. For the 2005-2007 calendar years covered by the Libraries' current strategic plan, there have been 128 total workshops with

an attendance of 1,393. During this time period, a total of 32 new workshop titles were introduced, representing over half of the 61 workshop titles offered since inception of the Learning Curriculum. The Learning Curriculum is slated for a full evaluation in 2008.

- *Continue to support staff development of annual individual and group work plans [includes PRDs].*

Library employees have progressed in actively participating in developing goals, completing self-assessments and doing final appraisals in the PRD and work-planning processes. Fairness of ratings and the PRD process used by some supervisors remain of concern to some staff. Library faculty has made strides in annual performance review, but two areas needing significant improvement are the work plan and effective use of peer review committees.

- *Promote diversity in staffing.*

Among library faculty and exempt staff, race distribution has remained fairly steady, with increases in Black faculty from 5 to 9 (now 10% of total) since 2005 and for Black exempt staff, from 5 to 8 (now 21%) since 2005. Improvement is needed to balance gender in faculty ranks, though gender imbalance is common in librarianship. Minorities are much more highly represented, except for Hispanics, in non-exempt position – e.g., 19 Asian and 24 Black in a total non-exempt staff of 82. More work is needed to diversify applicant pools, especially for faculty and exempt positions.

The user will benefit from increased collaboration and partnerships.

The Libraries will

- *Establish a network of strategic partnerships enabling access to additional resources and sharing and maintaining new services developments.*

Through the liaison program, the Libraries have many strong ties to academic departments on campus. There are other, additional partnerships on campus, ranging from Gemstone to Academic Integrity to the Center for Teaching Excellence. The USMAI consortium is housed at UM Libraries, College Park, and provides the automation infrastructure and resource-sharing for institutions of higher education throughout the state. In addition, the Libraries provide leadership for the Maryland Digital Library, the statewide higher education consortium, and are now beginning conversations with the K12 and public library consortia to work towards a Maryland Library Consortium. Nationally and internationally, the UM Libraries' users benefit from the Libraries' memberships in groups ranging from the Association of Research Libraries, OCLC (for shared cataloging and many other services), the Research Libraries Group, and many others.

- *Support information literacy through collaboration with schools (K-12) and other community organizations.*

The Libraries' User Education Services continued to be active in this area. In FY 2005/06 it hosted 20 middle and high school groups of over 500 students total and in FY 2006/07, 11 groups with over 400 students total.