

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

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PREFACE

It is my pleasure to present this 2005 revision to the University of Maryland Libraries' Strategic Plan. This plan builds on the foundation provided by the November 2003 report, "The Ubiquitous Library: University of Maryland Libraries in the Next Five Years – New Directions and Continuing Legacy." The introduction to "The Ubiquitous Library" began with these statements:

The University of Maryland Libraries are grappling with a series of challenges that are integrally related to a deep transformation of scholarly communication faced by all academic libraries. How the staff and faculty of the Libraries meet these challenges is critically important to the future of the University. It is amply clear that the academic library as a place will be sustained. At the same time, it will become ubiquitous because of the use of advanced networking and computing to support innovation in how the Libraries work with and for the students and faculty.

The theme of "The Ubiquitous Library" is redirection of efforts and resources. This theme is found in the new Strategic Plan as well. Increasingly the Libraries must choose directions. The traditional directions cannot all be maintained while the new ones are mapped out as well. For example, with the inflation in the prices of library materials, the lack of physical space, and the rapidly increasing availability and acceptance of online materials, the Libraries will be increasingly electronic. This electronic presence, of course, requires ever more effective portals and other tools for users.

The Libraries will also increasingly exist in a collaborative environment, not just to reduce costs of materials per library, but also to collect and distribute scholarly materials directly from their original source.

"The Ubiquitous Library" and the 2005 Strategic Plan identify important directions for the Libraries. It is equally as important that we make strides in those directions and together continue the development of the UM Libraries.

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Dean of Libraries

February 2005

INTRODUCTION

In the summer of 2004, it was agreed that the Libraries' 2001 strategic plan should be revised. The outcome of the new planning process was to be a plan that is a future-oriented, yet realistic, guide for the Libraries and that is a logical, persuasive basis for other plans – work group, team, and individual.

A call for volunteers who could contribute to the process went out October 1st and the task force first met in late October. Over a four-month period, the group met twelve times. The process was about a month shorter than the 2000/2001 planning effort, but the groups met about the same number of times. The 2004/2005 planning effort was considerably shorter than the 1999/2000 initiative, which took about seven months.

The task force not only met its objective of shortening the process, but also achieved its aim of a participative process for library staff and the University Library Council (ULC) for updating the plan. The Planning Task Force provided ways to comment both on the process and on the product. In December, everyone was invited to contribute ideas to answer the question, "What do we most need to do in the next three years to meet the needs of our users?" They could answer via

- In-person general meeting December 9,
- Online survey,
- WebIQ (Used for electronic meetings for various purposes such as brainstorming, rating and ranking).

In an open meeting on January 6, 2005, the Planning Task Force reported back to colleagues the ideas received. Taking those ideas plus their own, the task force members drafted and distributed a plan and invited more feedback via

- In-person meetings January 26 and 31,
- E-mail comments,
- WebIQ session.

A task force innovation, led by Maggie Saponaro, was use of WebIQ. All library staff members have WebIQ accounts and the online tool can be used for other discussions by other groups in the future. Sue Baughman facilitated the task force's in-person meetings.

The final draft report was reviewed by the c-team (the Library Executive Council plus the Assistant Dean for Organizational Development) February 14. The final draft was revised and subsequently distributed to all staff and the ULC.

We present this plan as a tool to direct our future efforts and achieve our shared purposes.

Members

Patricia Kosco Cossard
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Tony Prosseda
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Jane Williams

Facilitators

Sue Baughman
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READING THE PLAN

Readers will notice that this plan looks and reads differently from the Libraries' recent strategic plans. There are several reasons for these differences:

1. The plan is organized according to broad but library-specific categories rather than the five general initiatives framed by the campus plan. Appendix C to this plan maps the new plan to the campus plan.
2. The 2005-7 plan is much shorter than its predecessors. The details will be filled in by group and individual work plans and by a library-wide annual implementation plan.
3. The broad goals in the new plan are written from the library users' viewpoint. The objectives under each goal are what the Libraries will need to accomplish to meet the goals for the users.

Definitions:

Library staff

All employees: student assistants, graduate assistants, non-exempt staff, exempt staff, and library faculty.

User/s

All users: UM and USMAI students, faculty and staff; and where appropriate the public such as K-12 students; remote users and researchers.

MISSION AND VISION

The Libraries' vision and mission statements were developed in 1999 and were used in the Libraries' 2001 Strategic Plan. They are restated here and remain in force.

Vision

The University of Maryland Libraries will be an innovative leader and partner in the research library and scholarly information communities. We will be a model for client-centered service excellence, providing information resources that enhance learning and teaching in an environment both physical and virtual that is inviting and user-friendly. We will hold ourselves to high standards of expertise, performance and contribution to the larger effort, in an organization that will enable and reward achievement of these high standards.

Mission

The direct mission of the University of Maryland Libraries is twofold:

- 1) Providing access to the use of the scholarly information resources required to meet the education, research and service missions of the University. The Libraries support this effort by building, organizing, maintaining and preserving these resources;

And second:

- 2) Providing assistance in the use of the scholarly information resources required to meet the education, research and service missions of the University. The Libraries support this effort through interpreting, instructing and educating in the use of these resources.

Beyond this direct mission, the Libraries, to the extent possible, serve the state of Maryland and the larger scholarly community.

STRATEGIC PLAN

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.
- Maximize and offer services to users through a variety of delivery mechanisms 24/7.
- Evaluate and reallocate staff resources to respond to service changes.
- Expand electronic reserves and other forms of electronic document delivery.

The user will benefit from library-assisted learning opportunities.

The Libraries will

- Expand the information literacy program to assist users to become more self sufficient.
- Provide a formal program of efficient and effective learning opportunities to maximize users' information literacy.
- Collaborate with faculty and other groups to build and expand information literacy within the curriculum and the classroom.
- Provide instruction at the user's point of need.

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.
- Enable creation of personalized space for users to develop and maintain instruction and research-related materials (e.g. My Research Port/My Account, WebCT).
- Develop tools to empower users to access information and services efficiently and effectively.
- Provide improved access to information through local, state, national, and international collaboration with other libraries and organizations.
- Maintain up-to-date technology to assure improved and continual access.
- Encourage staff to collaborate across divisions to provide this integrated environment.
- Develop an infrastructure that integrates the access tools, both purchased and locally designed, to provide one seamless research tool.

The user will have input into the design and structure of library services.

The Libraries will

- Employ usability studies to reform current and to develop new services that respond to user needs effectively.
- Seek feedback from users regularly.
- Engage users at the earliest possible stage in the development of services and resources.

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.

- Develop orientation programs that enable faculty, staff, and students to exploit the resources and services of the libraries.
- Work proactively with faculty and graduate students to strengthen, supplement and complement their academic programs and research.
- Promote new services including technology, research tools, and training.

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.
- Strengthen the technology infrastructure to support greater use of macro strategies for routine processing.
- Identify and implement projects to maintain accurate catalog records and inventory control.
- Integrate more fully the acquisition, description, and access maintenance of digital and traditional resources, with priority accorded to electronic formats.
- Establish a program to provide bibliographic control of uncataloged material.
- Support the digital library initiatives through the development of metadata applications appropriate to the individual digital project.
- Contribute to national cooperative catalog programs, particularly in those subject areas that are a priority for UM and that are important or unique.
- Evaluate and reallocate library materials funds to respond to changes in information delivery.
- Carry out preservation programs to maintain needed resources.
- Develop collection management policies to maximize effectiveness of the shelving facility shared with Johns Hopkins University.
- Lead the development of a virtual online catalog (MDL) to enable resource sharing among Maryland academic sites
- Participate in regional and national print repository consortia that will collaboratively eliminate duplication of low use materials while maintaining 'last copy' access.

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

The Libraries will

- Acquire, when practicable, information resources in electronic format.
- Acquire electronic resources more cost-effectively through consortial partnerships such as USMAI and the Maryland Digital Library.
- Deliver the majority of historic government documents electronically.

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

The Libraries will

- Develop digital library collections.
- Ensure appropriate access to and promote locally-created digital collections.
- Create in-house digital projects to complement core collections.

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

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.
- Collect, preserve and disseminate the intellectual output of the UM faculty through projects such as DRUM.
- Invest strategically in alternative modes of scholarly communication.
- Participate in collaborative partnerships to advance the creation of alternative modes of scholarly communication.

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 expenditure are appropriate and valid.
- Carry out annual implementation plans of the Strategic Plan for special attention to accountability and efficiency.

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.
- 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.
- Evaluate and reallocate resources for infrastructure support to respond to changes in information delivery.
- Upgrade photocopy and pay-for-print systems to take advantage of latest technology.
- Enhance security of buildings, collections, and people.
- Identify, prioritize, plan, and seek funding for long-term solutions to serious infrastructure problems including temperature and humidity control and maintenance in all Libraries.
- Continue planning for the prospective shared shelving facility.
- Continue to work with campus to keep attention on the need for new library facilities, such as a combined Art and Architecture Library.

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.

- Provide an adequate number of workstations in the Libraries.
- Provide wired and wireless access throughout the Libraries.
- Design online services to be as device independent as possible, e.g., support access and use for PDAs, phones, and other devices.

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.
- Encourage staff collaboration to develop an environment responsive to change.
- Support the ongoing development of shared governance.
- Facilitate adaptable and responsive library operations and services through self-managed teams.
- Staff all libraries appropriately to meet user needs.
- Encourage and reward risk-taking behavior that leads to innovative ideas and solutions.
- Develop a flexible reward system recognizing individual and team accomplishments
- Promote individual commitment to diversity principles and goals.

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.
- Conduct and expand user needs assessment and assure that findings are included in the planning process.
- Maintain current data on the Libraries' status and needs to facilitate fact-based decision making, planning, and for external reporting purposes.
- Improve library work climate by addressing the findings and recommendations of library surveys and studies.

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

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.
- Improve efficiency and effectiveness of staff searches and recruitment.
- Redesign individual jobs and organizational processes for increased flexibility, accountability and performance.

- Provide the necessary facilities, equipment, training and technical support for staff at all levels and review regularly.
- Expand the Libraries' Learning Curriculum for staff at all levels.
- Continue to support staff development of annual individual and group work plans.
- Promote diversity in staffing.

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

Appendix A: ENVIRONMENTAL SCAN

Early in its process the Planning Task Force spent considerable time reviewing various documents. (The major ones are cited in the “Resource List,” Appendix B). Some were internal – e.g., the Libraries’ 2001 Strategic Plan and the 2003 “The Ubiquitous Library.” Most were external and formed the basis of an environmental scan – that is, an assessment of the changes, trends, factors in various environments that can be threats or opportunities for the Libraries. Below is a summary of major factors affecting the UM Libraries from several vantage points.

State and Campus

State support for the University System of Maryland took a sharp downturn in FY 2003. Although increased funds are promised for FY 2006, such an increase will only help cover inflation in major expenditures over the past three years (e.g., energy costs) – not replace the cuts themselves. The University of Maryland has managed through combinations of cost-cutting (e.g., hiring freezes) and increasing revenues from tuition and fees. Long term, however, the backlog of unfunded needs such as facilities maintenance will grow and cause major problems unless non-state funding is found.

University President C. D. Mote has made it clear the campus must increasingly seek private funds to maintain UM’s momentum. A major new fund-raising campaign will publicly kick off in the fall of 2006. Research dollars brought to campus now top \$300 million annually. UM’s ranking among public universities, according to *U.S. News and World Report*, rose from 30th to 18th from 1999 to 2004.

In a September 13, 2004, speech to the University Senate, “Taking Stock: State of the University 1999 to 2004,” President Mote acknowledged the three themes that have guided the campus for the past five years: building the culture of excellence, enhancing the educational experience, building the Maryland family. He said those themes remain fundamental, and added, “At the same time we are taking steps to adapt to the changing economic and global realities. I have identified three focuses. The first two relate to financial circumstances – they are partnerships and innovation. The third relates to our international priorities.”

Dr. Mote also pointed out “It is so much easier being good than becoming excellent.”

Institutional Peers

The University of Maryland has legislatively mandated peers: University of California Los Angeles (UCLA), University of Illinois Champaign-Urbana UICU, University of California Berkeley (UCB), University of North Carolina (UNC), and the University of Michigan. The libraries of all the peers except for UNC are in the top five of the Association of Research Libraries’ “Membership Index.” UNC is 15th. By contrast, the UM Libraries ranked 48th in the 2002-2003 comparisons. The highest ever for UM was 43rd – in the mid-1990s. By 1997-1998 the UM Libraries were 45th. ARL’s Membership Index combines five variables: number of volumes held, number of volumes added (gross), number of current serials received, total operating expenditures and total number of professional plus support staff.

Trends and Issues in Academic Libraries

In 2003, Online Computer Library Center (OCLC) published an influential environmental scan which it titled “Pattern Recognition.” Following is a summary of its major points:

1. **Overview:** The Web has become the most significant engine driving changes that impact OCLC, and by extension its member libraries.
2. **Social landscape:** Customers seek self-sufficiency and express satisfaction with results of their online activities. Companies like Google and Yahoo are embedding collaborative technologies in their services, but libraries are lagging.
3. **Economic landscape:** In the early 21st century, funds to support non-revenue producing public good sectors are scarce and are driving libraries to collaborate.
4. **Technology architecture landscape:** A combination of new standards, distributed software and a worldwide internet infrastructure will create a profoundly new landscape within the next five years that will impact information creation, dissemination and management.
5. **Research and learning landscape:** E-learning and lifelong learning are proliferating. Patterns of research and learning in higher education are changing.
6. **Library landscape -- Social trends** (a.) Reallocate positions to newer kinds of jobs (digital projects, open-source projects) as staff retires. (b.) Assume role of a community center. (c.) Need to meet the library user and focus on the user’s view. (d.) Content is no longer king—context is. There is less and less need for human-generated cataloging and less ability to pay for it. (e.) Digital preservation has to be a national issue. There is no money for print or digital preservation. (f.) The public won’t support endeavors it can’t see. (g.) More collaboration is needed among libraries, museums and historical societies to present coherent collections.
7. **Technology trends:** In an increasingly interconnected environment, there is movement to decompose applications, so they can be recombined to meet emerging needs more flexibly. Repository and content standards are emerging to manage digital objects. Application standards are being developed in the areas of cross-searching, harvesting, resolution and specialized library transaction applications. For universal access to information, four products of interest are the Semantic Web, Web services, grid computing and Wi-Fi. All attempt to address the less than seamless Internet –accessible world. Summary: A major challenge for libraries will be to handle more unstructured data.
8. **Future frameworks:** Some patterns in the fabric of information and knowledge stand out: (a.) Decrease in guided access to content. (b.) Trend to disaggregation, not just of content but also of services, technology, economics and institutions. (c.) Collaboration: gaming, open-source software, Web conferencing, blogging, instant messaging, learning objects and “hack fests” are all forms of collaboration enabled by technology.

Similar themes emerge from other documents and speeches. For example, the 2004 ARL report, “Libraries Dealing with the Future Now,” identifies these themes:

- Permanency of budget difficulties;
- Imperative to support new effort at scholarly communication/publishing, including institutional repositories and open access journals;
- Portal development to search across multiple sources of information;

- Information fluency as a critical competency in higher education;
- Information commons;
- Virtual reference, including online tutorials and reference chat.

The UM Libraries and Their Environments

The UM Libraries' progress in some respects – e.g., the traditional measures used for ARL ranks – has been interrupted by recent years' fiscal constraints. On the other hand, the UM Libraries have strengthened oversight, management and focus in the past several years – in large part because of the necessity of hard choices.

The focus on the user is becoming more and more central to what the Libraries do. Further, despite the necessity of cuts, the Libraries have maintained commitment to internal programs like staff learning and development. The Libraries have also experienced consistent support from the Provost, including one-time funds to keep acquisitions budgets level.

Appendix B: RESOURCE LIST

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Available at <http://www.lib.umd.edu/deans/ublibreport.html>

Appendix C: MAP OF LIBRARIES' PLAN TO CAMPUS PLAN

This page reserved for future data.