Outward and Upward

UNIVERSITY LIBRARIES STRATEGIC PLAN 2010

At a time of rapid and unrelenting change in the way the students and faculty find and use information, the University of Maryland Libraries are uniquely qualified to support the growing needs and expectations of the academic community.
Just as our physical spaces attract thousands of users daily and house millions of books, journals, and other materials, the virtual space provides access to an expanding array of digital resources and services. Students today expect access to information 24/7. They want inspiring environments where they can collaborate or study quietly. Faculty, similarly, rely on first-rate online and print resources to support teaching and research. They desire strategies to increase the impact of their scholarship.

The goals outlined in this plan build on time-honored offerings valued not only by students and faculty, but also by a broader community of researchers, scholars, and citizens. More importantly, they incorporate the vision essential to transform collections and services for the benefit of the university and the state.

As we advance our goals, we recognize that our diversity is our strength. We support the full engagement of all persons of varied backgrounds, beliefs, views and personal attributes, and the talents and skills they contribute. This diversity enriches the work environment and user experience through inclusive staffing, services, and collections.

We aspire to match the high expectations for excellence, quality, creativity, and entrepreneurship that mark the University’s Strategic Plan. We will work daily to realize our potential. As we do, encouraged by progress and inspired by students and faculty, we will not only transform and improve, we will lead.
**Partnerships**
Partnerships are essential to the success of the Libraries in meeting established goals in every strategic area. The Libraries will create the maximum connectivity to research, teaching and other networks at all levels — campus, regional, national and international — in order to raise the quality and breadth of the information environment for research and teaching. In so doing, the Libraries will also take maximum advantage of College Park’s location in the heart of the D.C.-Baltimore library-rich area.

**Funding**
The Libraries will engage in a variety of strategies to fund this ambitious plan. The Libraries will reallocate existing resources, develop partnerships to leverage strengths, engage donors, increase grant income, and explore other income-generating programs.

**MISSION**
The University of Maryland Libraries enable the intellectual inquiry and learning required to meet the education, research and community outreach mission of the University.

**VISION**
The University of Maryland Libraries will ensure the success of all users in their academic pursuits. By strengthening connections and contributing vigorously to the intellectual life of the campus, the University of Maryland Libraries will advance the university’s mission of inspiring and supporting excellence.
COLLECTIONS

PROVIDING INFORMATION IN ALL ITS FORMS

Collections will support the teaching, learning, and research needs of students and faculty. We will be thoughtful and responsible as we acquire additional items while also being cost-effective, creative, and aggressive in establishing new models. We will utilize freely available, open resources whenever possible.

Goals

1) Ensure that programs are closely tied to library user needs.
2) Balance the acknowledged value of acquiring (and owning) collections in traditional formats (e.g., print materials) with the provision of alternate modes of access to information resources.
3) Balance print, electronic, and multimedia collections with the needs of researchers across disciplines with varying research practices.
4) Exercise the Libraries’ stewardship responsibilities, especially as they relate to developing and managing specialized collections.

Objectives

Research, Scholarship and Creativity

- Identify and implement strategies for addressing annual inflation of purchased library materials.
- Review collection development policies and fund allocations for resources to ensure alignment with existing campus programmatic priorities and interests and to address changing emphases and new programs.
- Develop benchmarks for acquisition and retention of resources, particularly those in electronic form, for example, with the goal to decrease cost annually.
- Develop a coherent and comprehensive plan for special collections and a future emphasis that addresses relevance to institutional needs and the broader regional, national, and international impact of unique collections.
- Develop and implement a strategy for purchase-on-demand and other alternative collecting models.
- Expand e-book use to maximize utility of online access.
- Expand digital scanning and print-on-demand services to complement other methods for users to obtain needed resources.
- Explore possibilities and implement changes to provide more coherent discovery and access to the variety of digital resources, both locally created and externally acquired.
- Examine the developing needs for interlibrary loan (ILL) and define where the service should be provided and managed within the library organization.
- Develop a comprehensive plan for digitization of special collections and for the general collection, including in-house and out-sourced work.
- Define the Libraries’ stewardship responsibilities in order to review and redefine the Libraries’ preservation plan, including retention and binding of physical items, plus preservation of digital and multimedia materials.

Partnerships, Outreach, and Engagement

The key in this area is to utilize development and opportunities both regionally and nationally that can maximize user access to relevant resources, especially as they relate to campus needs.

- Explore Google partnership for digitization of books.
- Join the HathiTrust to assure long-term access to Google and other digital content.
- Develop a strategic plan to define potential partnerships, e.g., with Johns Hopkins University, University System of Maryland and Affiliated Institutions (USMAI) and University of Virginia for collection storage and other common interests.
- Review purchasing partnership opportunities in Northeast Research Libraries Consortium, the consortium of libraries in USMAI and others, similar to the opportunities provided by the Committee on Institutional Cooperation, a consortium of Big Ten universities plus the University of Chicago.
- Expand cooperative work with the national libraries and other federal libraries.
SERVING OUR COMMUNITIES

By engaging undergraduates, graduate students, and faculty to determine their needs, we will develop in-person and virtual services that ensure success, that align with library resources, and that take advantage of technology. As possible, services will support the broader research community.

Objectives

Education

- Examine where and how services can best be delivered to users; explore alternatives to branch-based services.
- Develop and integrate current services (e.g., course reserves, reference, instruction) and new services and tools (such as streaming video and audio) into campus learning environments such as ELMS/Blackboard.
- Utilize appropriate tools and platforms (including social and open source) for the provision of reference and other services.
- Support collaborative learning by developing virtual and physical environments.
- Building on the Libraries’ strong instruction program, establish an online instruction program that is available 24/7.
- In partnership with the Center for Teaching Excellence and the Office of Information Technology’s (OIT’s) Academic Support Unit, further develop the campus-wide instruction support program for faculty.
- Examine and implement strategies for an enhanced teaching role for librarians.
- Design systems and services for ease of use from a variety of electronic devices.

Research, Scholarship, and Creativity

- Leverage national and international resources through more robust resource-sharing partnerships and optimal use of the results of international projects to digitize major scholarly collections.
- Initiate a program of open-access journal publishing, maintenance, and preservation.
- Establish a library role in intellectual property rights management in the open-access environment.
- Expand the use and relevance of the institutional repository program to preserve and make available campus electronic scholarly products.

Goals

1) Review, improve, and expand the Libraries’ online presence to deliver an increasing number of services virtually, including within campus platforms and social networking arenas.
2) Optimize delivery of services.
3) Support discovery, learning, research, and collaboration.
4) Play a strong role in educating students, along with training faculty and students in using traditional and emerging research tools.
LEVERAGING OUR EXPERTISE

The actions that characterize the valued services we provide students and faculty—assessing needs and finding answers—also define how we operate day-to-day. We love a challenge. By leveraging our collective expertise and developing new skills, we will lead the University of Maryland to greater levels of accomplishment.

Goal

Create and sustain a supportive environment and inclusive workplace for library employees to contribute to the overall goals and success of the Libraries.

Objectives

Faculty and Staff Development

- In all activities, promote and support a diverse staff and faculty and a healthy organizational climate.
- Develop and reward a culture of efficiency, sharing across units, and cost/benefit focus.
- Invest employees with ownership of this plan to achieve shared goals for the university.
- Ensure central importance of employee development to meet the needs of the future.
- Build and broaden staff knowledge and use of emerging technologies.
- Identify personnel policies and actions that need review and possible change/development, e.g., internal searches, pay scales, stipend guidelines.
- Employ workforce planning analysis and tools to help achieve these objectives.
CREATING ENVIRONMENTS FOR ACADEMIC SUCCESS

The imaginative and purposeful use of space will factor into much of our strategic activity. Environments will serve users in comfortable and productive ways. By encouraging study, collaboration and partnerships, library spaces will be hubs of intellectual activity.

Objectives

Education

- Develop master plan for all libraries to include space for all user groups and effective configurations for library staff. Begin this plan with internal program development. Incorporate learning commons types of spaces to enable student study, group work, consultation with campus faculty and other experts, in comfortable and IT-rich surroundings. Involve partners such as OIT, Maryland Institute for Technology in the Humanities (MITH), and the iSchool in shared space planning.
- Change policies to accommodate user needs and wishes — e.g., food and drink and public use of library instruction rooms.

Research, Scholarship, and Creativity

- Design new spaces for graduate students and faculty.
- Design new space for collaborative research using technology.
- Use library space to help build campus community.

Resource Allocation and Administrative Efficiency

- Expand and better support assessment activities to ensure that connections with users and review of programs and actions are routine.
- Conduct a formal study of the library budget to ensure accountability and effective use of resources. Adjust fiscal practices based on findings of study.
- Review voice and data installations; reduce where possible and move with campus to investigating and implementing wireless applications.
- Review and adjust organizational and governance structures for maximum clarity of decision-making, communications, productivity and effectiveness.

Infrastructure and Academic Support

- Study information technology (IT) structure and services to better define their roles and library needs. Partner with OIT and other entities to create a new support/cost model for library technology needs (e.g., screen image, authentication, printing, scanning, storage, collaborative communication for the campus, Blackboard and Student Portal).
- Introduce IT strategies to increase energy efficiency.
- Analyze use patterns and deploy computers, other technology, and other resources in the physical environmental to optimize use and student learning.
- Work with MITH, the iSchool and OIT to develop a new model of mutual support that could transform joint operations and futures.

External Relations, Development, and Communications

- Establish and sustain a comprehensive program for library communication at all levels so that the campus community is fully aware of resources, services, and developments at the Libraries.
- Review development plan for more focused work, including a library-only campaign supported by central development.
- Pursue grant opportunities that support the Libraries’ teaching, learning, and research mission.

Goals

1) Develop spaces to reflect library users’ needs and expectations and library staff’s needs to work comfortably and efficiently.
2) Involve partners in defining and sharing space within the libraries.
3) Consider space in relation to collection development strategies.
4) Ensure flexibility for future changes.
5) Make decisions based on reliable data and evidence.
6) Balance the bottom line of each operation, including procurement, voice and data communication systems, and space management, to ensure quality and service.
Encouraged by progress and inspired by students and faculty, we will not only transform and improve, we will lead.