

# STRATEGIC PLAN

FOR THE UNIVERSITY LIBRARIES (2015 - 2017)

## Libraries have long been transitioning

to meet the demands and potential of the digital age. Many perceive this transition to be swift and transformative; others view it as measured and incremental.

All of us will agree that academic libraries must continue to evolve, not only to address the changing research and teaching needs of faculty and students, but also to survive in an increasingly competitive environment with uncertain resources.

## Now is the time

for an abrupt and deliberate pivot. Now is the time to reconceive our role within the university and community by leveraging our strengths and applying them in a bold new way.

By embracing the university's values of entrepreneurship and innovation, the University of Maryland Libraries will redefine the academic library through a distinctive plan that challenges us to expand our vision and to rethink our strategies and methods.

The University of Maryland will not only advance this plan—the “Maryland model”—but in so doing will also define the library of the future and establish a point of pride that will extend far beyond the campus or the state.

The Maryland model will develop over time. We must adopt a new mindset, expand our thinking, empower our partners, win over skeptics, and realize our potential. This requires commitment and concentrated effort. Each one of us will have an important role to play in realizing this vision.



UNIVERSITY  
LIBRARIES

# VISION

Drawing on the time-honored mission of libraries to preserve information and make it broadly accessible, we will:

## Manage the data, information and knowledge assets of the University and community.

**“Manage”** encompasses actions including architecting, enabling, facilitating, coordinating, leading and directing. Managing also entails effective and efficient use of assets of the University Libraries, ranging from our personnel and their skills to funds, space, equipment and our collections. Among our greatest assets is our position as a neutral organization with long-established and developing partnerships on campus and beyond. Indeed, these partnerships are central to our future direction and success.

**“Data,” “information,” and “knowledge”** include all document types and formats and all phases of their lifecycle — from creation to processing and analysis; to access, dissemination and sharing; and to preservation and disposition.

**“University”** and **“Community”** include not only all academic units but also administrative, financial, and operational units of not just College Park but also the University System of Maryland, state and county governments, the federal government and the private sector.

Succinct but powerful, this vision is also expansive. Think broadly as you consider its meaning.

The vision is broad. The potential is great.

# STRATEGY

**We will achieve this vision** by proactively seeking partnerships within and outside the University Libraries. A partnership role is beyond that of a traditional service provider. As partners, we depend on each other and will share direct responsibility in the failure and success of our partnership enterprises. By actively seeking such partnerships we are positioned to assume the lead role in identifying, initiating and developing opportunities for that partnership. Combined with the vision statement, this strategy asserts the Libraries' central role for managing data, information and knowledge assets in partnership with one another and with key campus and external stakeholders. Our understanding of the university, our record of success, our valued skills and knowledge of all subject areas, and our unique position on campus prepare us well for this endeavor.

We will also design and develop revenue generating products and services. We will market products and services and seek out entrepreneurial opportunities which are consonant with and supportive of our core mission. Our orientation will shift from a reactive support model to one of proactive outreach, with defined outcomes and challenging goals.

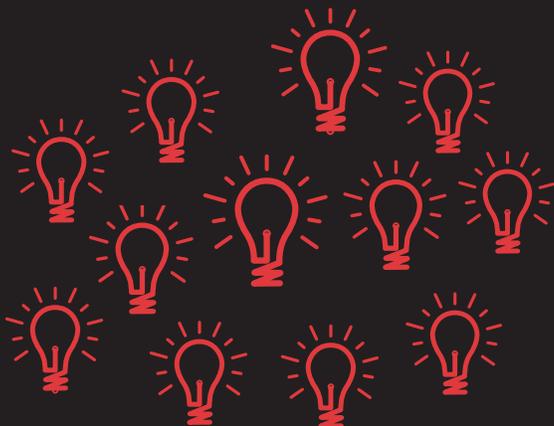
This strategy forces us to view ourselves and our partners in a fundamentally different way while still remaining true to our mission of supporting the academic, teaching and research goals of the university.

We will also achieve our vision by marketing our assets (our unique skills, content, space, equipment and more) to help our partners create knowledge and solve problems.

# METHOD

**We will establish** formal partnerships, defined by agreements, and project management tools such as charters that state the project description, the project team and their roles and responsibilities, and project plans that establish tasks, task assignments, milestones and timelines.

We will articulate concrete, value driven initiatives. We will define metrics and accountability. We will promote not only our vision, but also our success in achieving it for the benefit of students, faculty, and researchers at the University of Maryland.



# PLAN AND GOALS

**Under the following priority areas,** in two years, we will aim for the following goals:

**1. Optimize the way we deliver resources online.**

**Search and Discovery**

- Analyze current search interface
- Develop a desired state and identify gaps
- Research current state of technology and identify gaps

**2. Ensure university records (administrative and academic) maintain their authenticity and value.**

**Data & Records Management**

- Manage records of two campus administration or operational units or departments
- Manage datasets of two academic programs or centers

**3. Provide tools to university units to enable research and increase productivity.**

**Software Development**

- Develop software suite for two administrative or academic units
- Develop software hosting environment and host two software pieces or packages for campus units

**4. Partner differently to create new knowledge.**

**Carve and solve cutting-edge problems**

- Direct development of solutions to two interdisciplinary, significant problems

**5. Strengthen our content ownership.**

**Focus and collect in areas that cement our stronghold**

- Acquire two valuable collections in our focus areas

**6. Embrace an entrepreneurial mindset.**

**Become more self-reliant and increase our value**

- Increase overall value by \$2 million
  - Revenue: Income, cash donations and pledges, grants, investments (\$1 million)
  - Assets
  - Cost-saving measures
  - In-kind contributions

**7. Transition and optimize our library spaces to create state-of-the-art, technology-rich spaces to enhance research, collaboration and interdisciplinary opportunities for faculty and students, and to create inspiring spaces to promote innovation and entrepreneurial activities.**

**Create a library master space plan**

**Redesign McKeldin first floor** to create a welcoming, aspirational environment that is a visual representation of a major research university and that will excite faculty, students, and visitors.

**Begin implementation of our “commons” or “learning laboratory” models** throughout the libraries, including:

- Transition the Engineering Library to a modern facility supporting scientific research
- Plan and begin expansion of the Terrapin Learning Commons to create a new “Innovation Commons” in McKeldin Library
- Further develop the “Research Commons” on the 4th Floor of McKeldin Library, devoted to faculty and graduate student research needs
- Remodel the Performing Arts Library to a “Performing Arts Learning Laboratory”

**Begin building a shared vision** and broad support for a complete renovation of Maryland’s flagship McKeldin Library to transform this iconic treasure into a modern, inspiring, 21st-century academic research library.

**By refocusing our efforts** and realigning our resources, we will ensure the University of Maryland Libraries continues its upward trajectory. We will also define a model that better serves the academic community, advances the university’s priorities of entrepreneurship and innovation, and harnesses the collective energies of meaningful partnerships. The result—“a library distinctly Maryland”—will provide the framework for success now and far into the future.