1. Organization:
   1.1 The structure, staffing, and functions of the library will be aligned with user needs.
      1.1.1 Needs of students, faculty and staff will be assessed and results used for planning
      2010 Baseline
         • LibQUAL+ Survey and focus groups identified need for additional quiet space and improved website.
         • Quiet room added.
         • Website usability studied and website re-designed.
         • Preliminary observation study of patron behavior and use of library space.
      Target 2014
         • Continue observation studies of patron behavior in the library and determine best locations for quiet and group study.
         • Investigate feasibility of developing and implementing a campus-wide survey of library service quality in-house or in collaboration with USMAI institutions.
         • Analyze results of NSSE for implications about student’s use of the library.
         • Develop and implement additional assessment measures as needed for specific user-related concerns.
      Target 2016
         • Conduct a campus-wide library survey, analyze and use results for planning.
         • Investigate feasibility of in-depth study of student and faculty research behavior.
         • Collaborate with university offices to embed library-related concerns in assessment instruments.
         • Develop and implement additional assessment measures as needed.

1.1.2 Efficiency, effectiveness, and quality of operations and functions will be assessed and results used for planning.
   2010 Baseline
      • ILL consolidated on the 3rd floor as part of Public Services in order to improve patron access.
   Target 2014
      • Identify and develop methodologies to use for the study of library functions and operations.
      • Conduct assessment and use results for planning.
   Target 2016
      • Institute process for continuing assessment and refinement of library operations and functions.
1.2 The library will forge partnerships and demonstrate leadership on campus and in the University System of Maryland.

1.2.1 Partnerships with the colleges and other campus entities

2010 Baseline

- Existing partnerships with TU Marketing, Student Affairs, and colleges.

Target 2014

- Increase number of projects with existing partners
- Seek new partners.

Target 2016

- Continue efforts to increase partners and projects.

1.2.2 Leadership positions in university governance and USM organizations

2010 Baseline

- Library participation in many TU and USMAI committees.

Target 2014

- Continued participation and leadership in TU and USMAI committees.
- TU librarians establish new USMAI discussion lists and collaborative efforts for marketing and assessment.

Target 2016

- Continued participation and leadership in TU/USMAI governance.

1.3 Library services, resources, programs and staff will be more visible and valued on campus and in the community.

1.3.1 Marketing and outreach plan to support academic programs, student development, and campus life

2010 Baseline

- Marketing and outreach activities that support academic programs and enhance student life occur on a regular basis.

Target 2014

- A comprehensive marketing and outreach plan will be developed, implemented and assessed to ensure and enhance library’s role in academic programs and student life.

Target 2016

- Continued refinement, implementation and assessment of the marketing plan to support the library’s role in academic programs and student life.

1.3.2 Community marketing and outreach plan

2010 Baseline

- Community outreach activities for library programs, such as the Big Read and national exhibits, have occurred.
Target 2014
- A comprehensive marketing and outreach plan will be developed, implemented and assessed to enhance and ensure the library’s role in the community.

Target 2016
- Two outreach programs to the community per year established.
- Continued refinement of community marketing plan.

2. Human Resources:
2.1 Number of librarians will be increased to meet growing demands for information literacy instruction, expanded liaison responsibilities and other strategic priorities.

2.1.1 Faculty librarian positions
2010 Baseline
- 20 librarians
- Job duties and competencies are revised for vacant positions.

Target 2014
- Need for additional faculty librarian positions will be analyzed adjusted to meet the needs of enrollment and programs.
- Recruitment will target skills and knowledge needed.

Target 2016
- Process for regular review of need for additional faculty librarians established.
- Recruitment will be shaped by anticipated needs of programs/services.

2.2 Staffing needs will be increased or adjusted to meet strategic priorities.
2.2.1 Staff positions
2010 Baseline
- 31 staff
- Job duties and competencies are revised for vacant positions.

Target 2014
- Staffing needs will be analyzed and recruitment will target skills and knowledge needed.
- Number of staff will be reviewed and adjusted as appropriate.

Target 2016
- Process for regular review of staffing number, deployment and skills established.
2.3 Job responsibilities, classification and salary placement of library employees will be reviewed and revised as appropriate.

2.3.1 Job skills and responsibilities

2010 Baseline
- Job duties and competencies are revised for vacant positions.

Target 2014
- Knowledge, responsibilities and required competencies will be reviewed and revised for library positions to align with strategic priorities.

Target 2016
- Job duties and competencies are reviewed on a regular basis.

2.3.2 Job classifications and salary placements

2010 Baseline
- Classification of staff positions established by TU and USM
- Promotion and tenure of faculty librarians established by TU and USM.
- Review and revision of job classification and salary placement occurs with vacancies.

Target 2014
- Updated library positions will be mapped to appropriate job classifications and salary placement.

Target 2016
- Plan for reducing compression and incorporating equity will be established contingent on TU budget.

2.4 Opportunities for employees to develop skills appropriate to job responsibilities and for growth potential relevant to Library goals will be expanded.

2.4.1 Staff development activities

2010 Baseline
- All librarians and many staff include development activities in their annual performance goals.

Target 2014
- 100% of library employees will identify and participate in at least 2 development activities related to job responsibilities and potential areas of growth.

Target 2016
- 100% of employees continue to participate in development activities and the library will establish a system of reward/recognition for participation.
2.4.2 Succession planning
2010 Baseline
- Limited development opportunities to support succession have been provided.

Target 2014
- Development opportunities identified and provided to support succession planning and prepare for staff transitions.

Target 2016
- Incorporate support for succession planning training/opportunities in staff development plan.

2.4.3 Student employee training
2010 Baseline
- Preliminary training program for student employees.

Target 2014
- Core training program will be developed, implemented and assessed for all student employees.
- Provide components of core training program online.

Target 2016
- Continue and improve student training program.

2.4.4 Cross-departmental training
2010 Baseline
- Overviews of departmental functions provided at staff meetings.
- Summer reference sessions provided by subject liaisons open to all staff.

Target 2014
- Cross-departmental training opportunities will be developed and implemented for staff.

Target 2016
- Staff will be assigned cross-departmental responsibilities as appropriate.
- Effectiveness of cross-departmental functions will be assessed.

2.5 Library employees will feel valued and recognized for their contributions.
2.5.1 Library employees will assess library’s organizational climate, and the results will be used to develop strategies to recognize value and contributions of employees.
2010 Baseline
- Reflective process indicated organizational climate issues.

Target 2014
- Identify or develop appropriate instrument to assess organizational climate.
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- Conduct assessment and use results to develop strategies to recognize value and contributions of employees.

**Target 2016**
- Develop process for ongoing assessment and improvement of organizational climate.

3. **Teaching and Learning Center (CTL):**

3.1 **Center for Teaching and Learning with outreach, training and consulting programs for faculty in the areas of instructional design, instructional technology, pedagogy, and outcomes assessment will be implemented.**

3.1.1 **Create staffing for CTL**

2010 Baseline
- New initiative; CTL does not exist; variety of faculty development initiatives scattered throughout university.

**Target 2014**
- Director of CTL will be hired.
- Cadre of instructional designers, instructional technology specialists and other appropriate faculty and staff will be identified and coordinated.

**Target 2016**
- Staffing model for CTL will be examined, adjustments determined and implemented to strengthen effectiveness.

3.1.2 **Formulate and implement strategic plan for CTL**

2010 Baseline
- New initiative; CTL does not exist.

**Target 2014**
- Strategic plan for CTL will be developed and implemented.

**Target 2016**
- CTL strategic plan will be reviewed and modified as appropriate.

3.1.3 **Expand outreach efforts, workshop offerings and training opportunities**

2010 Baseline
- Existing programs in instructional design provided by CIAT or other departments.

**Target 2014**
- Ideas for workshops and training will be solicited from faculty
- Number and variety of workshops and training opportunities will increase and reflect faculty interests.
- Marketing of workshops and training will increase.

**Target 2016**
- Catalog of standard offerings will be developed.
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3.1.4 Establish and implement ongoing teaching orientation program
2010 Baseline
• New faculty programs coordinated by Provost’s office.
Target 2014
• Ongoing teaching orientation program will be developed and implemented.
Target 2016
• Enhancements and additions to teaching orientation program will be implemented.

3.1.5 Establish faculty advisory committee for CTL
2010 Baseline
• New initiative; CTL does not exist.
Target 2014
• Faculty advisory committee for CTL will be established.
Target 2016
• Effectiveness and direction of faculty advisory committee will be assessed.

3.2 Clearinghouse of resources and expertise will be created.
3.2.1 Identify faculty innovators, technology adopters and campus experts in pedagogy and outcomes assessment to serve as peer consultants
2010 Baseline
• New initiative; CTL does not exist.
Target 2014
• Faculty innovators, technology adopters and campus experts in instructional technology, pedagogy and outcomes assessment will be identified to serve and publicized as peer consultants.
• Forums for innovators, adopters, and experts to share their creations and expertise will be established.
Target 2016
• Activity of peer consultants will increase.

3.2.2 Explore potential for faculty mentoring program
2010 Baseline
• Existing mentoring is informal.
Target 2014
• Investigate feasibility of faculty mentoring program.
Target 2016
• Training for mentors will be developed and offered.
3.2.3 Develop relevant help guides for library resources
2010 Baseline
- Library resources currently located via online catalog.
2014 Target
- Customized subject and help guides for library resources related to faculty innovation, pedagogy and outcomes assessment will be developed and posted on library website.
2016 Target
- Links to relevant websites, tutorials and resources will be posted on library website.

4. Services, Resources, and Programs:
4.1 Portfolio of services will be expanded.
4.1.1 Expand and enhance embedded librarian program
2010 Baseline
- Librarians provide in-person reference service in two college buildings.
Target 2014
- Create a comprehensive program for embedding librarians throughout the campus.
- Begin implementation of program.
Target 2016
- Expand, assess and enhance program.

4.1.2 Strengthen library liaison role to ensure effective and broad support to academic departments
2010 Baseline
- Liaison role includes collection development, instruction and research assistance.
Target 2014
- Develop and implement best practices for work as liaison to academic departments.
Target 2016
- Assess effectiveness and develop strategies for improvement.

4.1.3 Expand scope and assessment of information literacy program
2010 Baseline
- Information literacy instruction a component of UIE courses, and provided by faculty request in various disciplines.
- Assessment measures, e.g., online quiz or assignments, which evaluate information literacy outcomes; anecdotal reports from faculty and students.
- Limited integration of library resources in Blackboard.
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Target 2014
- Ensure information literacy is included in the Towson Seminar courses I and II (for freshmen and transfer students).
- Develop a comprehensive information literacy program to include course-related discipline-specific library instruction in each major and graduate program.
- Develop integration of information literacy in Blackboard for designated courses.
- Investigate methodologies to assess the impact of information literacy instruction on student learning; implement chosen methodology or develop appropriate instrument.

Target 2016
- Continue to work with faculty to implement and assess the information literacy program.
- Fully integrate an assessment tool of information literacy in Blackboard or existing CMS for designated courses.
- Continue assessment, report results and use for planning.

4.1.4 Collaborate with colleges on academic integrity initiatives
2010 Baseline
- Academic integrity instruction included in some library sessions.

Target 2014
- Collaborate with faculty to define and ensure all students are exposed to principles of academic integrity.

Target 2016
- Continue to develop initiatives to support and contribute to student understanding of academic integrity principles and university commitment to these principles.

4.1.5 Expand intellectual property and scholarly communication services
2010 Baseline
- Symposium on intellectual property
- Copyright consultation services.

Target 2014
- Consolidate university statements on copyright law and disseminate information across campus.
- Sponsor symposium on intellectual property rights.
- Develop and implement program for ongoing workshops and continual learning about intellectual property.

Target 2016
- Assess effectiveness of existing training and services and plan improvements.
Investigate feasibility of adding a Scholarly Communications Office/Officer dedicated to providing support and services on scholarly communication and copyright issues.

4.1.6 Strengthen process for ensuring library resource requirements are considered in curriculum development

2010 Baseline
- Proposers of new courses or programs are inconsistent in considering library resources to support proposals.

Target 2014
- Establish new component of course and program proposal process that requires statement of library resources needs and costs.
- Ensure established collection management policies and processes are applied to library review of course and program proposals.
- Identify funding needs to support new or expanded curriculum.

Target 2016
- Continue to refine and assess this process.

4.1.7 Develop and implement programs that target specific populations

2010 Baseline
- Library participation in freshmen orientation, September Celebration, TU Cares and graduate student activities.
- Two librarians act as freshmen advisors.

Target 2014
- Develop and implement library programs that target specific populations, including freshmen, transfer students, and graduate students.

Target 2016
- Expand, assess and enhance programs.

4.2 Expand student internship opportunities in library

4.2.1 Student internships in the library

2010 Baseline
- Established internship in Archives/Special Collections department; occasional internships in other departments.

Target 2014
- Enhance and expand internship opportunities in the library through partnerships with Colleges.
- Develop instrument to assess the effectiveness of the library internships.
Target 2016
- Continue to develop and assess internship opportunities, including field work for graduate students in library science.

4.3 Digital library initiatives will be developed and implemented.
4.3.1 Digital collections
2010 Baseline
- Implemented digital collections software and continuously added to existing collections: Photographs Collection, Student Newspapers Collection, Course Catalogs Collection, and University Archives and Manuscripts Collection Guides.

Target 2014
- Develop and implement plan to systematically expand the digital collections and expand accessibility by inclusion in shared/union catalogs such as the USMAI shared catalog, WorldCat’s Gateway for Digital Collections, and Internet Archive.

Target 2016
- Continue to enhance and promote the digital collections and evaluate accessibility.

4.3.2 Outsource digitization projects as appropriate.
2010 Baseline
- Lyrasis mass digitization project.

Target 2014
- Investigate and implement outsourcing of additional digitization projects as appropriate.

Target 2016
- Continue to investigate outsourcing and assess effectiveness of these projects.

4.3.3 Create Institutional Repository and incorporate Electronic Theses and Dissertations (ETD).
2010 Baseline
- Discussion of ETD (electronic theses and dissertations) underway.

Target 2014
- Coordinate efforts to collect ETD’s with graduate programs and Honors College.
- Establish policies and procedures for the ETD program
- Clarify and address concerns related to intellectual property rights.
- Library collects ETDs as part of its ongoing activities to preserve theses and dissertations.
Examining existing IR’s, explore relevant software applications, and investigate the process for creating an IR.

Target 2016
- Continue to collect ETDs and include in the IR.
- IR will be established and implemented.

4.4. Functions of multimedia and technology services will be updated, re-structured and streamlined.

4.4.1 Multimedia and technology services
2010 Baseline
- Service gaps identified in user surveys and focus groups.
- Need for streamlined operations identified.
- Duplication of services identified.

Target 2014
- Re-define and restructure scope and functions multimedia and technology services.
- Ensure all manual processes are online as appropriate.
- Coordinate functions with library’s public services.

Target 2016
- Continue to assess and improve multimedia services as appropriate.

4.5 Functions of access services will be updated, re-structured and streamlined.

4.5.1 Access services
2010 Baseline
- ILL relocated to public services area for patron convenience
- LibQUAL+ and focus groups emphasized the value of ILL for faculty and graduate students and identified other service strengths and weaknesses.

Target 2014
- Review structure, operations and work flow of access services and make changes as appropriate.

Target 2016
- Continue to assess and improve access services.

4.6 Functions of reference and research services will be updated, re-structured streamlined.

4.6.1 Reference and research services
2010 Baseline
- LibQUAL+ and focus groups identified value and appreciation for services of reference librarians.

Target 2014
- Build upon identified strengths
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- Review structure, operations and work flow of reference and research services and make changes as appropriate.

**Target 2016**
- Continue to assess and enhance reference and research services.

4.7 Functions and scope of content management and technical services will be updated, re-structured and streamlined.

4.7.1 Content management and technical services

**2010 Baseline**
- Staffing reduced through attrition and hiring freeze, with detrimental effects.
- Functions and work flow experienced significant changes due to complexities of electronic resources.
- Baltimore Hebrew Institute, Joseph Meyerhoff collection of over 70,000 volumes added to the Cook Library effecting workload and responsibilities of technical services

**Target 2014**
- Review structure, operations and work flow of content management and technical services and make changes as appropriate.

**Target 2016**
- Continue to assess and improve content management and technical services.

4.8 Collection development policies and procedures will be revised to strengthen support of academic programs.

4.8.1. Policies and procedures

**2010 Baseline**
- Collection development policy in place.
- WorldCat collection analysis tool used on trial basis, and tool found to be unsatisfactory.
- Minor adjustments made in academic departments budget allocations

**Target 2014**
- Review and revise processes for identifying the strengths and weaknesses of the library collection.
- Revise and implement methodology used to determine budget allocations per discipline.
- Develop and implement guidelines and process for weeding collection.

**Target 2016**
- Establish process for regular review of collection development policy and budget allocations.
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- Determine more effective strategies for assessing the quality of the collection.

4.8.2 Strengthen faculty involvement in collection development
2010 Baseline
- Faculty currently involved in collection development through department representatives.

Target 2014
- Develop strategies to strengthen faculty involvement in collection development.

Target 2016
- Continue to review and assess faculty involvement in collection management.

4.9 Support will be provided to distance learning students and faculty equivalent to on-campus services.
4.9.1 Distance education students and faculty
2010 Baseline
- Specific library services provided for online courses upon faculty request.

Target 2014
- Develop and implement strategies to provide distance learners and faculty with access to resources, services, and instruction equivalent to on-campus services.
- Recruit and hire librarian whose primary responsibilities will focus on library support to distance learners.

Target 2016
- Develop an assessment methodology for services to distance learners.

4.10 Holdings of and access to special collections will be expanded.
4.10.1 Special collections policy and scope
2010 Baseline
- Writing collection development policy.

Target 2014
- Explore opportunities to acquire new special collections with subject areas that align with collection development policy guidelines.
- Solicit support from University Development Office to seek appropriate special collections.

Target 2016
- Review, assess, and revise collection development policy as appropriate and continue to explore opportunities to acquire new collections.
4.10.2 Improve web access to digitized collections.

2010 Baseline
- Implemented software to make digitized collections accessible via the World Wide Web.

Target 2014
- Increase visibility of digital collections by engaging in marketing and outreach activities and enhance dissemination by inclusion of metadata in shared catalogs such as the USMAI shared catalog, WorldCat’s Digital Collections Gateway, and Internet Archive.

Target 2016
- Continue to add new collections and engage in activities to increase the visibility of digital collections.

4.11 Users will be able to access independently library resources and services

4.11.1 Mobile devices

2010 Baseline
- Mobile website.

Target 2014
- Investigate and implement applications to support access to library resources via mobile devices.

Target 2016
- Continue to develop and implement strategies to support library access via mobile devices and applications.

4.11.2 Subject and course guides

Baseline 2010
- Revised template and updated subject guides.

Target 2014
- Enhance subject guides and increase course guides to facilitate independent access to relevant scholarly resources.

Target 2016
- Continue to assess and enhance subject and course guides to promote independent access to resources.

4.11.3 Website usability

2010 Baseline
- Website usability studied and website re-design in 2009
- Feedback mechanism available on website.

Target 2014
- Re-assess website usability and make improvements as appropriate.

Target 2016
- Continue to review and enhance website usability to foster independent access to library resources.
4.12 Feasibility of user-driven acquisitions and unmediated resource sharing will be explored and implemented if appropriate

4.12.1 User-driven acquisitions and resource sharing

2010 Baseline
- New initiative.

Target 2014
- Investigate expanding opportunities for user-driven acquisitions and implement as appropriate.

Target 2016
- Continue to investigate user-driven acquisitions and resource sharing and, if appropriate, develop and implement strategies, policies and procedures for these processes.

4.13 Discovery tools and new library systems will be implemented through USM.

4.13.1 Discovery tools and library systems

Baseline 2010
- Webinars and information sharing for exploring discovery tools and preliminary discussion.

Target 2014
- Participate in decision making and planning for new systems; prepare staff for transition in skills and responsibilities; coordinate conversion and transition with USM and campus OTS.

Target 2016
- Staff trained and system converted for selected discovery tool and integrated library system (ILS).

5. Facilities:

5.1 Temperature and air quality will be improved throughout building.

5.1.1 Renovate HVAC system in building

2010 Baseline
- Temperature in problem areas recorded
- Review of HVAC in discussion with TU engineering and facilities staff.

2014 Target
- Library will work with facilities and engineering staff to plan renovation and upgrade of library HVAC.
- Continue data collection and assessment of temperature.

2016 Target
- Entire HVAC system in building will be renovated contingent on funding and support from facilities and engineering departments.
5.2 Safety and security of Library will be improved.

5.2.1 Video security system

2010 Baseline
- Cameras installed in front lobby and loading dock area.
- Thefts of student belongings occur periodically.
- Students leave their belongings unattended for brief periods.

Target 2014
- Development of comprehensive plan for video security system in the library with assistance from emergency management staff.

Target 2016
- Video security system will be installed contingent on funding.

5.2.2 Security officer

2010 Baseline
- Security officer employed for late night hours and extended coverage during finals.
- LibQUAL+ identified safety as the most important issue for the university community as a whole.

Target 2014
- Presence of security officer will expand.
- Collaborate with University Public Safety to improve safety in library
- Collaborate with University Public Safety to address student concerns about traveling to and from the library at night.

Target 2016
- Security officer will be employed at a minimum for all evening hours of operation.
- Implementation of strategies to address students’ concerns about night travel to the library.

5.3 Small group study rooms, quiet areas, graduate student space, presentation practice areas, and sufficient seating will be provided.

5.3.1 Student and faculty space

2010 Baseline

Target 2014
- Implement renovation of 2nd floor as requested in Facilities/Space Planning Process, contingent on funding.
- Plan, request and add presentation practice areas contingent on funding.
- Develop plan and request funding for graduate student space.
Target 2016
- Continued review, planning, and expansion of student and faculty space contingent on funding.

5.3.2 Damaged furniture and flexible furnishings
2010 Baseline
- Requests replacement or repair of damaged or outdated furnishings submitted for FY 2009, 2010, and 2011

Target 2014
- Implement plan for flexible furnishings and re-design of student study contingent on funding.

Target 2016
- Continued enhancement and addition of flexible furnishings for public areas.

5.3.3 Data and electrical connections
2010 Baseline
- Need for additional outlets a recurring complaint from students in LibQUAL and other surveys.
- Submitted request for additional data and electrical connections in FY 2009, 2010, and 2011

Target 2014
- Installation of additional data and electrical outlets contingent on funding.

Target 2016
- Continued assessment and improvement of data and electrical connectivity in the library.

5.4. Environmental conditions and ergonomics of staff work areas will be improved.
5.4.1 Staff work areas and furnishings.
2010 Baseline

Target 2014
- Implement plan to renovate staff work areas above with updated ergonomic and flexible furnishings contingent on funding.

Target 2016
- Develop plan for improved work flow and ergonomics in Resource Sharing and Media Services Departments; submit requests to renovate these areas.
6. Metropolitan:
6.1 Productive partnerships will be established with community entities
   6.1.1 Metropolitan neighborhoods
   2010 Baseline
   • Cherry Hill oral history project in process.
   • Librarians participated in planning for new library at
     Baltimore Innovation High School ACCE.
   Target 2014
   • Library will lead or participate in collaborative projects with
     Cherry Hill Learning Zone and other metropolitan
     neighborhoods.
   Target 2016
   • Continuation, assessment and enhancement of Cherry Hill
     and other projects.

6.1.2 Baltimore City and County schools, libraries and other agencies
   2010 Baseline
   • NEH Big Read and national exhibits;
   • Tours for elementary and middle school students.
   Target 2014
   • Develop contacts, discuss and develop collaborative projects
     with Baltimore County and Baltimore City libraries and
     schools, as well as other agencies.
   Target 2016
   • Continue to develop and enhance collaborative projects with
     Baltimore County and Baltimore City libraries and schools
     and other agencies.

6.1.3 Colleges and DECO
   2010 Baseline
   • Partnerships with colleges for various purposes, including
     internships and reading programs.
   Target 2014
   • Explore partnerships with DECO for community outreach.
   • Expanded partnerships with colleges for community outreach.
   Target 2016
   • Number of community outreach projects with colleges and
     DECO will increase.

7. Financial and Resource Support:
   7.1 Dependence on one-time funding will be eliminated
   7.1.1 Increase library’s base budget for materials.
   2010 Baseline
   • Preliminary approval received for increase in base budget for
     library materials.
Target 2014
- Library annual budget will reflect cost increases for licenses, subscriptions and monographs.
- Library budget will include annual increases to add materials to support curriculum.

Target 2016
- Continued increase to library’s base budget at a minimum on par with peer institutions
- Library base budget will include annual increases to meet the materials price index.

7.2. Create and fill development staff position for Library

7.2.1 Library development officer

2010 Baseline
- Development efforts shared by existing librarians.

Target 2014
- Library development officer hired contingent on funding.
- Development plan created and implemented.
- Library development officer will identify and cultivate stakeholders, individuals and organizations, that can both provide and connect the Library to external sources of funding.

Target 2016
- Continued cultivation of stakeholders and donors
- Increased funding from external sources.

7.3. More grant opportunities will be pursued and awarded

7.3.1 Grant applications and awards

2010 Baseline
- Received funding for programs and exhibits from NEH and ALA.

Target 2014
- Increase number of grant applications
- Increase number of grant applications in collaboration with other entities.

Target 2016
- Continue to increase library and collaborative grant applications and value of monetary awards.