**TU Vision: Metropolitan**

1. Large and Diverse
2. Exemplary Learning Experience with Successful Results
3. Collaborative
4. Resources For Success
5. High Visibility

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**TU Academic Vision**
To be recognized as the leading and largest provider in Maryland of highly qualified, innovative, flexible, and motivated graduates and life-long learners

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**The Library’s Vision**

Albert S. Cook Library will be a vibrant, accessible academically central enterprise for intellectual inquiry, connecting people and ideas, and facilitating the continual discovery, creation, and exchange of knowledge. Within a dynamic information environment, Cook Library will enhance the academic and scholarly endeavors of students, faculty and staff by employing innovative approaches for user-centered services; streamlining access to information and scholarly resources; and fostering lifelong learning.

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**The Library’s Mission**

Albert S. Cook Library supports and enhances the learning, teaching, and scholarship of the Towson University community, facilitating intellectual inquiry, inspiring innovation, fostering effective collaboration, and creating pathways to lifelong discovery.

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### The Library’s Strategic Priorities

<table>
<thead>
<tr>
<th>Priority</th>
<th>Desired Outcome</th>
<th>Performance Measures</th>
<th>2010 Baseline</th>
<th>Target 2014</th>
<th>Target 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>Organization:</strong> Albert S. Cook Library will be a flexible learning organization poised to anticipate &amp; respond to the information, research, &amp; instructional technology needs of a dynamic academic environment.</td>
<td>See Side 3 for Details</td>
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<td>2. <strong>Human Resources:</strong> Albert S. Cook Library will continue to build and sustain a highly skilled, knowledgeable, adaptable, customer-oriented workforce to meet the Library needs of Towson University’s community of diverse students, faculty, staff.</td>
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<td>3. <strong>Teaching &amp; Learning Center:</strong> Albert S. Cook Library will establish a Center for Teaching and Learning (CTL) that will provide expertise, opportunities, resources, and framework for faculty development in the broad areas of teaching, scholarship, and service.</td>
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<td>4. <strong>Services, Resources &amp; Programs:</strong> Albert S. Cook Library will strengthen its academic centrality by enhancing existing and creating new services, resources and programs.</td>
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The University Library Strategic Planning Model for 2010-16:

- **Strategy:** Collaboration
- **Outcome:** Transformation

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*See Side 3 for Details*
5. Facilities: Albert S. Cook Library’s physical facilities will be improved to ensure safe, comfortable, well-functioning physical environment for students, faculty and staff.

6. Metropolitan: Albert S. Cook Library will develop productive partnerships with community, educational, governmental, and business agencies within the Metropolitan area.

7. Financial & Resource Support: The Albert S. Cook Library will achieve the necessary financial resources to ensure that its goals can be met successfully.
The Library’s Strategic Planning Model: 2010-16

The Library’s Decision-Making Principles

To achieve the Albert S. Cook Library mission, we act with integrity and strive for excellence. We are committed to:

• providing responsive services and equitable access to a wide array of information resources in a variety of formats to all Towson University constituents, both on campus and at a distance;

• providing a safe, welcoming, accessible, comfortable environment that facilitates independent and collaborative learning, research, exploration, creativity, teaching, intellectual growth and the free exchange of ideas.

• demonstrating respect, civility, and consideration of colleagues, students, and community; and promoting appreciation of diversity in people and ideas

• meeting high standards of performance

The Library’s Priorities & Strategies

Organization: Albert S. Cook Library will be a flexible learning organization poised to anticipate & respond to the information, research, & instructional technology needs of a dynamic academic environment.

Human Resources: Albert S. Cook Library will continue to build and sustain a highly skilled, knowledgeable, adaptable, customer-oriented workforce to meet the Library needs of Towson University’s community of diverse students, faculty, staff

Teaching & Learning Center: Albert S. Cook Library will establish a Center for Teaching and Learning (CTL) that will provide expertise, opportunities, resources, and framework for faculty development in the broad areas of teaching, scholarship, and service.

Services, Resources, & Programs: Albert S. Cook Library will strengthen its academic centrality by enhancing existing and creating new services, resources and programs.

Facilities: Albert S. Cook Library’s physical facilities will be improved to ensure safe, comfortable, appropriate and well functioning physical environment for students, faculty and staff.

Metropolitan: Albert S. Cook Library will develop productive partnerships with community, educational, governmental, and business agencies within the Metropolitan area.

Financial & Resource Support: The Albert S. Cook Library will achieve the necessary financial resources to ensure that its goals can be met successfully.

Critical Factors for Success

1. A Model Learning Environment
2. Leadership at All Levels
3. Branding and Resources
### The Library’s Mission, Vision and Goals

#### The Library’s Strategic Priorities

<table>
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<tr>
<th>The Library’s Strategic Priorities</th>
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<th>Performance Measures</th>
<th>2010 Baseline</th>
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</table>
| **1. Organization:** Albert S. Cook Library will be a flexible learning organization poised to anticipate & respond to the information, research, & instructional technology needs of a dynamic academic environment. | 1.1 The structure, staffing, & functions of the library will be aligned with user needs.  
1.2 The library will forge partnerships & demonstrate leadership on campus and in the University System of Maryland.  
1.3 Library services, resources, programs & staff will be more visible and valued on campus and in the community. | 1.1.1 Needs of students, faculty and staff will be assessed & results used for planning.  
1.1.2 Efficiency, effectiveness, and quality of operations & functions will be assessed & results used for planning.  
1.2.1 Number and scope of beneficial partnerships with the colleges & other campus entities will increase.  
1.2.2 Library faculty & staff will continue to serve in leadership positions in university governance & USM organizations.  
1.3.1 Marketing and outreach plan will be developed, implemented & assessed to ensure and enhance Library’s role in academic programs, student development, and campus life.  
1.3.2 Marketing and outreach plan will be developed, implemented & assessed to ensure and enhance Library’s role in the community. | See attached appendix | See attached appendix | See attached appendix |

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**Univ. System of Maryland**

**Towson University Vision**

**TU Academic Vision**
<table>
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<tr>
<th>Library's Strategic Priorities</th>
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<td><strong>2. Human Resources:</strong> Albert S. Cook Library will continue to build and sustain a highly skilled, knowledgeable, adaptable, customer-oriented, diverse workforce to meet the information and research needs of Towson University’s community of diverse students, faculty, staff.</td>
<td>2.1 Number of librarians will be increased to meet growing demands for information literacy instruction, expanded liaison responsibilities and other strategic priorities.</td>
<td>2.1.1 The need for faculty librarian positions will be analyzed and recruitment will target knowledge &amp; skills needed to meet the expanded portfolio of services.</td>
<td>See attached appendix</td>
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<td>2.2 Staffing needs will be increased or adjusted to meet strategic priorities.</td>
<td>2.2.1 The need for staff positions will be analyzed &amp; recruitment will target skills &amp; knowledge needed.</td>
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<td>2.3 Job responsibilities, classification and salary placement of library employees will be reviewed and revised as appropriate.</td>
<td>2.3.1 Knowledge, skills, abilities, and criteria will be reviewed and revised for library positions to align with strategic initiatives. 2.3.2 Job classifications and salary placements will be reviewed, and a plan will be established for reducing compression and incorporating equity.</td>
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<td>2.4 Opportunities for employees to develop skills appropriate to job responsibilities and for growth potential relevant to Library goals will be expanded.</td>
<td>2.4.1 100% of library employees will identify and participate in at least 2 development activities related to job responsibilities and potential areas of growth. 2.4.2 Development opportunities will be provided to support succession planning and prepare for staff transitions. 2.4.3 Core training program will be developed and implemented for all student employees. 2.4.4 Cross-department training opportunities will be developed and implemented for staff.</td>
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<td><strong>2. Human Resources:</strong></td>
<td>2.5 Library employees will feel valued and recognized for their contributions.</td>
<td>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.</td>
<td>See attached appendix</td>
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<td><strong>3. Teaching and Learning Center:</strong> Albert S. Cook Library will establish a Center for Teaching and Learning (CTL) that will provide expertise, opportunities, resources, and framework for faculty development in the broad areas of teaching, scholarship, and service.</td>
<td>3.1 Center for Teaching and Learning with outreach, training &amp; consulting programs for faculty in the areas of instructional design, instructional technology, pedagogy, &amp; outcomes assessment will be implemented.</td>
<td>3.1.1 Create staffing for CTL. 3.1.2 Formulate &amp; implement strategic plan for CTL 3.1.3 Expand outreach efforts, workshop offerings, &amp; training opportunities 3.1.4 Establish &amp; implement ongoing teaching orientation program. 3.1.5 Establish faculty advisory committee for CTL. 3.2 Clearinghouse of resources &amp; expertise will be created.</td>
<td>See attached appendix</td>
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<td>3.2.1 Identify faculty innovators, technology adopters &amp; campus experts in pedagogy &amp; outcomes assessment to serve as peer consultants. 3.2.2 Explore potential for faculty mentoring program. 3.3.3 Develop relevant help guides for library resources.</td>
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<td>4. Services, Resources, &amp; Programs: Albert S. Cook Library will strengthen its academic centrality by expanding existing and creating new services, resources and programs.</td>
<td>4.1 Portfolio of services to colleges will be expanded.</td>
<td>4.1.1 Create a comprehensive program for embedding librarians throughout the campus 4.1.2 Strengthen librarian liaison role to ensure effective and broad support to academic departments. 4.1.3. Expand scope of information literacy program to include core, major-based and graduate program instruction, and assess the impact of this instruction on student learning. 4.1.4. Collaborate with colleges to ensure all students are exposed to principles of academic integrity. 4.1.5. Expand intellectual property services &amp; explore feasibility of providing scholarly communication services. 4.1.6 Strengthen process for ensuring library resource requirements are considered in curriculum development. 4.1.7 Develop and implement library programs that target specific populations.</td>
<td>See attached appendix</td>
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<td>4.2 Student internship opportunities in library will be expanded</td>
<td>4.2.1 Expand, enhance and assess the effectiveness of internship opportunities in the library.</td>
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<td>4.3 Digital library initiatives will be developed &amp; implemented.</td>
<td>4.3.1 Develop and implement plan to systematically expand the digital collections 4.3.2 Investigate &amp; implement outsourcing of digitization projects as appropriate. 4.3.3 Create institutional repository (IR) and incorporate electronic theses and dissertations (ETD).</td>
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<td><strong>4. Services, Resources, &amp; Programs:</strong> (continued)</td>
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<td>4.4 Functions of multimedia &amp; technology services will be updated, restructured &amp; streamlined.</td>
<td><strong>4.4.1</strong> Review structure, operations &amp; work flow of multimedia and technology services &amp; make changes as appropriate.</td>
<td>See attached appendix</td>
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<td>4.5 Functions of access services will be updated, restructured &amp; streamlined.</td>
<td><strong>4.5.1</strong> Review structure, operations &amp; work flow of access services and make changes as appropriate.</td>
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<td>4.6 Functions of reference and research services will be updated, restructured &amp; streamlined.</td>
<td><strong>4.6.1</strong> Review structure, operations &amp; work flow of reference &amp; research services &amp; make changes as appropriate.</td>
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<td>4.7 Functions of content management and technical services will be updated, restructured and streamlined.</td>
<td><strong>4.7.1</strong> Review structure, operations &amp; work flow of content management &amp; technical services &amp; make changes as appropriate.</td>
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</table>
| 4.8. Collection development management procedures will be revised to strengthen support of academic programs. | **4.8.1** Review and revise collection development procedures to reflect changing needs of academic disciplines and support curriculum.  
**4.8.2** Facilitate and strengthen faculty involvement in collection development. | | | |
<p>| 4.9 Support will be provided to distance learning students &amp; faculty equivalent to on-campus services. | <strong>4.9.1</strong> Develop &amp; implement strategies to provide distance learners and faculty with access to resources, services, &amp; instruction equivalent to on-campus services. | | | |</p>
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<td>4. Services, Resources, &amp; Programs: (continued)</td>
<td>4.10 Holdings of &amp; access to special collections will be expanded.</td>
<td>4.10.1 Establish clear framework for scope of special collections 4.10.2 Establish presence &amp; seamless access to digitized collections via web.</td>
<td>See attached appendix</td>
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<td>4.11 Users will be able to access independently library resources and services</td>
<td>4.11.1 Develop &amp; implement strategies to support access to library resources &amp; services via mobile devices 4.11.2 Enhance subject guides &amp; increase course guides to facilitate independent access to relevant scholarly resources. 4.11.3 Continue to enhance website usability to foster independent access to library resources.</td>
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<td>4.12 Feasibility of user-driven acquisitions &amp; unmediated resource sharing will be explored &amp; implemented if appropriate.</td>
<td>4.12.1 Investigate feasibility of user-driven acquisitions &amp; resource sharing and, if appropriate, develop &amp; implement strategies, policies &amp; procedures for these processes.</td>
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<td>4.13 Discovery tools &amp; new library systems will be implemented through USM</td>
<td>4.13.1 Participate in decision making and planning for new systems; prepare staff for transition in skills &amp; responsibilities; coordinate conversion &amp; transition with USM &amp; campus OTS.</td>
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<td><strong>5. Facilities:</strong> Albert S. Cook Library’s physical facilities will be improved to ensure safe, comfortable, appropriate and well functioning physical environment for students, faculty and staff. <strong>Facilities (cont’d):</strong></td>
<td>5.1 Temperature and air quality will be improved throughout building</td>
<td>5.1.1 Entire HVAC system in building will be renovated contingent on funding.</td>
<td>See attached appendix</td>
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<td>5.2 Safety and security of Library will be improved</td>
<td>5.2.1 Video security system will be installed contingent on funding. 5.2.2 Security officer will be employed at a minimum for all evening hours of operation contingent on funding</td>
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<td>5.3 Small group study rooms, quiet areas, graduate student space, presentation practice areas, &amp; sufficient seating will be provided.</td>
<td>5.3.1 Additional student &amp; faculty space will be created contingent on funding. 5.3.2 Replace worn and damaged furniture; add varieties of flexible seating &amp; work areas for students 5.3.3 Add data &amp; electrical connections.</td>
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<td>5.4 Work flow, environmental conditions &amp; ergonomics of staff work areas will be improved.</td>
<td>5.4.1 Renovate staff work areas; equip with ergonomic &amp; flexible furnishings.</td>
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<td><strong>6. Metropolitan:</strong> Albert S. Cook Library will develop productive partnerships with community, educational, governmental, and business agencies within the Metropolitan area.</td>
<td>6.1 Productive partnerships will be established with community entities</td>
<td>6.1.1 Library will lead or participate in collaborative projects with Cherry Hill Learning Zone &amp; metropolitan neighborhoods. 6.1.2 Library will lead or participate in collaborative projects with Baltimore County &amp; Baltimore City libraries, schools, and other agencies. 6.1.3 Library will lead or participate in community outreach projects with the colleges and DECO.</td>
<td>See attached appendix</td>
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<td><strong>7. Financial and Resource Support:</strong> The Albert S. Cook Library will achieve the necessary financial resources to ensure that its goals can be met successfully.</td>
<td>7.1 Dependence on one-time funding will be eliminated. 7.2 Create and fill development staff position for Library 7.3 More grant opportunities will be pursued and awarded.</td>
<td>7.1.1 Increase library’s base budget for materials. 7.2.1 Library development officer will identify and cultivate stakeholders, individuals &amp; organizations that can both provide and connect the library to external sources of funding. 7.3.1 Increase number of grant applications; increase number of grant applications in collaboration with other entities.</td>
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## The Library's Strategies and Tactics

<table>
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<tr>
<th>Strategic Priority 1: Organization</th>
<th>Strategic Priority 2: Human Resources</th>
<th>Strategic Priority 2: Human Resources (cont’d)</th>
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### 1.1 The structure, staffing, & functions of the library will be aligned with user needs.
1.1.1 Needs of students, faculty and staff will be assessed & results used for planning.
1.1.2 Efficiency, effectiveness, and quality of operations & functions will be assessed & results used for planning.

### 1.2 The library will forge partnerships & demonstrate leadership on campus and in the University System of Maryland.
1.2.1 Number of beneficial partnerships with the colleges & other campus entities will increase.
1.2.2 Library faculty & staff will continue to serve in leadership positions in university governance & USM organizations.

### 1.3 Library services, resources, programs & staff will be more visible and valued on campus and in the community.
1.3.1 Marketing and outreach plan will be implemented & expanded to ensure Library’s role in academic programs, student development, and campus life.
1.3.2 Marketing and outreach plan will be implemented & expanded to ensure Library’s role in the community.

### 2.1 The number of librarians will be increased to meet demands for information literacy instruction and expanded liaison responsibilities.
2.1.1 The need for faculty librarian positions will be analyzed & recruitment will target knowledge & skills needed to meet expanded portfolio of services.

### 2.2 Staffing needs will be increased or adjusted to meet strategic priorities.
2.2.1 The need for staff positions will be analyzed & recruitment will target skills & knowledge needed.

### 2.3 Job responsibilities, classification & salary placement of library employees will be reviewed and revised as appropriate.
2.3.1 Knowledge, skills, abilities and criteria will be reviewed & revised for library positions to align with strategic initiatives.
2.3.2 Job classifications & salary placements will be reviewed & a plan for reducing compression and incorporating equity will be implemented contingent on funding.

### 2.4 Opportunities for employees to develop skills appropriate to job responsibilities and for growth potential relevant to Library goals will be expanded.
2.4.1 100% of library employees will identify & participate in at least 2 development activities related to job responsibilities & potential areas of growth.
2.4.2 Development opportunities will be provided to support succession planning & prepare staff transitions.
2.4.3 A core training program will be developed & implemented for all student employees.
2.4.4 Cross-department training opportunities will be developed & implemented for staff.

### 2.5 Library employees will feel valued and recognized for their contributions.
2.5.1 Library employees will assess library’s organizational climate, and results will be used to develop processes and programs for improvement.
### The Library's Strategies and Tactics

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<th>Strategic Priority 3: Teaching and Learning Center: Albert S. Cook Library will establish a Center for Teaching and Learning (CTL) that will provide expertise, opportunities, resources, and framework for faculty development in the broad areas of teaching, scholarship, and service.</th>
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| 3.1 Center for Teaching and Learning with outreach, training & consulting programs for faculty in the areas of instructional design, instructional technology, pedagogy, & outcomes assessment will be implemented.  
  3.1.1 Create staffing for CTL.  
  3.1.2 Formulate & implement strategic plan for CTL.  
  3.1.3 Expand outreach efforts, workshop offerings, & training opportunities.  
  3.1.4 Establish & implement ongoing teaching orientation program.  
  3.1.5 Establish faculty advisory committee for CTL. |
| Strategic Priority 4: Services, Resources, & Programs: Albert S. Cook Library will strengthen its academic centrality by enhancing existing and creating new services, resources and programs. |
| 4.1 Portfolio of services to colleges will be expanded.  
  4.1.1 Create a comprehensive program for embedding librarians throughout the campus.  
  4.1.2 Strengthen librarian liaison role to ensure effective and broad support to academic departments.  
  4.1.3. Expand scope of information literacy program to include core, major-based and graduate program instruction, and assess the impact of this instruction on student learning.  
  4.1.4. Collaborate with colleges to ensure all students are exposed to principles of academic integrity.  
  4.1.5. Expand intellectual property services & explore feasibility of providing scholarly communication services.  
  4.1.6 Strengthen process for ensuring library resource requirements are considered in curriculum development.  
  4.1.7 Develop and implement library programs that target specific populations. |
| Strategic Priority 4: Services, Resources, & Programs (cont’d): Albert S. Cook Library will strengthen its academic centrality by enhancing existing and creating new services, resources and programs. |
| 4.3 Digital library initiatives will be expanded.  
  4.3.1 Develop and implement plan to systematically expand digital collections.  
  4.3.2 Investigate & implement outsourcing of digitization projects as appropriate.  
  4.3.3 Create institutional repository (IR) & incorporate ETD’s. |
| 4.4 Functions of multimedia & technology services will be up-dated, re-structured and streamlined.  
  4.4.1 Re-structure multimedia & technology services. |
| 4.5 Functions of access services will be up-dated, re-structured and streamlined.  
  4.5.1 Review structure, operations and work flow of access services and make changes as appropriate. |
| 4.6 Functions of reference and research services will be updated, re-structured and streamlined.  
  4.6.1 Review structure, operations and work flow of reference and research services as appropriate. |
| 4.7 Functions of content management and technical services will be updated, re-structured and streamlined.  
  4.7.1 Review structure, operations and work flow of reference and research services as appropriate. |
### Strategic Priority 4: Services, Resources, & Programs (cont’d)
Albert S. Cook Library will strengthen its academic centrality by enhancing existing and creating new services, resources and programs.

4.8 Collection development policies & procedures be revised to strengthen support of academic programs.
4.8.1 Review and revise collection development procedures to reflect changing needs of academic disciplines and support curriculum.
4.8.2 Facilitate and strengthen faculty involvement in collection development.

4.9 Support will be provided to distance learning students & faculty equivalent to on-campus services.
4.9.1 Develop & implement strategies to provide distance learners and faculty with access to resources, services, & instruction equivalent to on-campus services.

4.10 Holdings of & access to special collections will be expanded.
4.10.1 Establish clear framework for scope of special collections.
4.10.2 Establish presence & seamless access to digitized collections via web.

4.11 Users will be able to access independently library resources and services.
4.11.1 Develop & implement strategies to support access to library resources & services via mobile devices.
4.11.2 Enhance subject guides and increase course guides to facilitate independent access to relevant scholarly resources.
4.11.3 Continue to enhance website usability to foster independent access to library resources.

4.12 Resources will be delivered via user-driven acquisitions & unmediated resource sharing.
4.12.1 Develop & implement strategies, policies & procedures for user-driven acquisitions & resource sharing.

4.13 Discovery tools & new library systems will be implemented through USM.
4.13.1 Participate in decision making & planning for new systems; prepare staff for transition in skills & responsibilities; coordinate conversion & transition with USM & campus OTS.

### Strategic Priority 5: Facilities
Albert S. Cook Library’s physical facilities will be improved to ensure safe, comfortable, appropriate and well functioning physical environment for students, faculty and staff.

5.1 Temperature and air quality will be improved throughout building.
5.1.1 Entire HVAC system in building will be renovated contingent on funding.

5.2 Safety and security of Library will be improved.
5.2.1 Video security system will be installed contingent on funding.
5.2.2 Security officer will be employed at a minimum for all evening hours of operation contingent on funding.

5.3 Small group study rooms, quiet areas, graduate student space, presentation practice areas, & sufficient seating, will be provided.
5.3.1 Additional student & faculty space will be created.
5.3.2 Replace worn and damaged furniture; add varieties of flexible seating & work areas for students.
5.3.3 Add data & electrical connections.

5.4 Work flow, environmental conditions & ergonomics of staff work areas will be improved.
5.4.1 Renovate staff work areas; equip with ergonomic & flexible furnishings.
<table>
<thead>
<tr>
<th><strong>Strategic Priority 6: Metropolitan</strong></th>
<th><strong>Strategic Priority 7: Financial &amp; Resource Support</strong></th>
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<tbody>
<tr>
<td>Albert S. Cook Library will develop productive partnerships with community, educational, governmental, and business agencies within the Metropolitan area.</td>
<td>The Albert S. Cook Library will achieve the necessary financial resources to enable the Library to meet its goals and the goals of the University.</td>
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<tr>
<td>6.1 Productive partnerships will be established with community entities 6.1.1 Library will lead or participate in collaborative projects with Cherry Hill Learning Zone &amp; metropolitan neighborhoods. 6.1.2 Library will lead or participate in collaborative projects with Baltimore County &amp; Baltimore city libraries, schools, and other agencies. 6.1.3 Library will lead or participate in community outreach projects with the colleges and DECO.</td>
<td>7.1 Dependence on one-time funding will be eliminated 7.1.1 Increase Library’s base budget for materials 7.2 Create and fill development staff position for Library 7.2.1 Library development officer will identify and cultivate stakeholders, individuals &amp; organizations, that can both provide and connect the Library to external sources of funding. 7.3 More grant opportunities will be pursued and awarded. 7.3.1 Increase number of grant applications; increase number of grant applications in collaboration with other entities</td>
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