STRATEGIC DIRECTION 4:
First Report
June 5, 2005

_Strategic Direction 4 - Enhance the library resources available to the University of Maine System and the state of Maine by supporting a high-quality, integrated System library consortium built on the foundation of a single well-supported doctoral/research library at the University of Maine, and individual resource libraries at each of the other universities. Continue to develop a State-wide digital library to support all citizens of Maine._

I. OVERVIEW

**Process:**
At an introductory planning meeting with about 18 members of the Strategic Direction #4 group present, four subgroups were formed based on the four goals published in the Implementation Planning Process (January 2005). The goals and the subgroup’s focuses are:

1) Develop a clear and comprehensive vision for the future of libraries in the System and throughout the state;
2) Develop an effective and collaborative UMS Library system consortium founded on one strong, well funded research library at the University of Maine;
3) Continue to create a strong collaborative relationship between the UMS Library consortium and the State Library, and aggressively expand the Statewide integrated digital library to meet the needs of the UMS and all of Maine; and
4) Establish a permanent base-budget investment in the digital library.

SD #4 subgroups met individually throughout the spring semester of 2005 by phone, in-person, and using video conferencing technology. Subgroup conveners met twice with the co-chairs to verify direction and progress. An end of semester meeting of all SD #4 members was held in late April to hear draft reports and collect feedback.

Each SD #4 subgroup was convened by UMS library professionals. They were charged with preparing draft subgroup reports reflecting their work through the end of April, and including recommendations that move the agenda forward and serve as discussion starters. To support the work of the subgroups, strategic planning documents prepared by the UMS library directors over the last five years where distributed and discussed, allowing the subgroups to become knowledgeable about the work done to date. It is understood by all that the summer and fall 2005 will be used to finalize draft one, collect feedback on these recommendations, and prepare objectives and strategies to actually effect implementation.

During the spring semester 2005, the UMS Library directors meeting with their colleagues from the State, Bangor Public and the Law and Legislative Reference Library (The URSUS Digital Library Group) continued to address the issues raised within the SD #4 goals.
<table>
<thead>
<tr>
<th>Background and Themes:</th>
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<tr>
<td>The UMS libraries have an extensive history of collaboration, most evident from our current shared online catalog URSUS, which includes all ten libraries of the University of Maine System, the Maine State Library, the State Law and Legislative Library and the Bangor Public Library, and which connects to other Maine libraries’ catalogs including Bates, Bowdoin, and Colby Colleges via the Maine Info Net. The libraries of the University of Maine System and the Maine State Library partner on the selection and provision of statewide indexes and databases, ensuring that libraries and citizens in smaller, rural areas of Maine are receiving the same basic resources as are larger libraries. This virtual digital library is a centralized service that the State and UMS Libraries offer, and Maine has been recognized nationally for its universal access using digital means. We will continue this collaboration on development and focus on efficiencies gained through coordination of routine back-office services. Collections will be managed through initiatives such as a Last Copy Center (Managed storage for last copies of critical materials – See below) and coordinated collection development between the individual libraries.</td>
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<td>The UMS libraries are both virtual and physical spaces, as well as social centers for our campus and public communities. Our primary role on campus is to educate users, and to collaborate with faculty to promote information literacy, critical thinking, and evaluating these outcomes through assessment. Each library is a unique expression and product of the cultural heritage and characteristics of the place in which it is located, which is evident in the Digital Library. In addition, each campus is involved in research that is directly tied to economic development and the creative economy of its region (such as, arts in central and southern Maine, the wood composites lab and lobster research in Downeast Maine), offering an opportunity for even more collaboration across the state.</td>
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<th>Concerns (Current Challenges Facing Academic Libraries):</th>
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<td><strong>Scholarly and Scientific Communication</strong></td>
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<tr>
<td>- Innovative new ways of communicating new knowledge using advanced information technologies</td>
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<td>- Impact of open access “publishing” and the need to facilitate change in the exchange of scholarly information</td>
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<td>- Potential for significant changes in publication process using the World Wide Web</td>
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<td>- Need to support parallel paper and electronic methods of knowledge dissemination</td>
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<td><strong>Change in Higher Education</strong></td>
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<td>- Sustained economic pressure on the entire UMS.</td>
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<td>- Pressures to increase distance education and the blurring of geographic boundaries</td>
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<td>- Political pressure and need to work beyond traditional UMS boundaries</td>
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<td>- Changing needs of long-term learners</td>
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<td>- Challenge of integrating information literacy in general education process, across all disciplines</td>
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Changing Role of the Library

- Need to redefine library collections and services for the digital era
- Support for an environment that encompasses both print and electronic resources
- Necessity to collaborate with new partners to fulfill the mission
- Libraries forced to compete with private sector for information delivery and retrieval
- Need to preserve the value of research as a process

Information Literacy

- Integration of information literacy skills into the larger curriculum
- Need to understand the economic, legal, and social issues surrounding the use of information, and access and use information ethically and legally
- Need for users to know how to evaluate information and its sources critically
- Need for users to acquire and maintain important life-long learning skills

Technology Infrastructure

- New and changing infrastructure needed for electronic resources
- Operations funding for technical infrastructure to support digital library

Increased Cost and Amounts of information

- Scientific information inflation rate of 12% annually for the past decade
- Rising costs and decrease in publication of scholarly monographs
- Cost of scholarly print publications have been increasing at an annual rate of 7%
- High cost of providing access to (licensing) scientific databases
- Libraries are acquiring a decreasing percentage of the published literature due to increasing costs of digitized materials
- New forms of electronic information are available, needed, and heavily used—and do not necessarily replace paper
- Information needed by faculty and students is increasing exponentially in the sciences
- Interdisciplinary research/new fields of research have increased faculty need for new information

Organizational Culture

- Library, academic, and technological planning often done in isolation from each other.
- Libraries are less integrated into campus and UMS information infrastructure than is desirable
- Tension between campus autonomy and "System"
- Diversity of library users
- Changing information seeking behaviors of newer younger users

Funding

- Lack of funding for inflation and added new academic programs in library budgets
- UMS library allocation funding model does not reflect changes in library functions and responsibilities nor academic program expansion

Human Resources
Lack of widespread expertise in areas critical to instituting change and adopting new technologies
- Recruitment hampered by low salaries

Information Market Place
- No new business model has emerged for digital information publication costs
- Increasing tendency to price by transaction
- Rapid pace of technology and business change
- Intellectual property law shifting away from "fair use" and in favor of the publisher
- Content providers experiencing difficulty absorbing enormous change into their business practices
- Lack of standards for content
- Open access policies v. information as a commodity (intellectual property rights)

II. Recommendations, Progress Made to Date, Outcomes and Assessment Measures:

The following draft vision statement provides the starting point for this report and lays the foundation for comprehensive recommendations.

Goal 1 - Develop a clear and comprehensive vision for the future of libraries in the System and throughout the state

Recommended Draft Vision Statement: The UMS Libraries are a consortium of campus libraries that work collaboratively and cooperatively to provide systematic and efficient library resources and services to each member campus. Digital technology provides the means to offer universal access to all users, both on and off campus, and to unite new combinations of resources, services, and delivery systems. The Libraries offer both virtual and physical spaces for their services, and are a center of learning on their individual campuses and in their public communities. By partnering with faculty in the learning process, the UMS Libraries actively promote and teach information literacy. The Libraries are engaged in continual assessment of their effectiveness and outcomes.

Goal 2 - Develop an effective and collaborative UMS Library system consortium founded on one strong, well funded research library at the University of Maine

The seven campus libraries will develop the historic collaboration among the UMS libraries into a more structured and formal consortium with commitments to partnerships in such areas collection development, technology, information literacy, staff development and efficient operations. Additionally, Fogler Library as the research library must be able to meet the needs of the System and the state as directed in Strategic Direction #4. Fogler Library has provided leadership during the past two decades for both the System and the State in the areas of collections building to support System-wide research, material delivery and the establishment of the digital library including URSUS and database resources.
Think of Fogler Library as the “hub of the wheel” of research for the University System. For this leadership to continue Fogler Library needs an increase in its base budget for both personnel and materials so that it can create needed digitally-based research sources and purchase available materials that will address research needs. This focus on a well-funded research library at UM in no way removes the possibility for other campus libraries to specialize in their own local collections to support the research specialties of the individual campuses, such as the Acadian Archives at UMFK, the Osher Map Library and the Muskie School of Public Service resource collection at USM. The campus libraries also need to be mission driven, as well. For instance, UMF might be designated the UMS education library, but the campus is also identified as the public liberal arts college of Maine, and as a result will need to develop a well-rounded collection for that mission.

Solutions for current space problems also need to be addressed. Fogler’s responsibility as the “single UMS doctoral/research library” requires that it maintain older materials and documents beyond typical academic library timeframes. To allow this to happen at UM, additional space will be needed. One of the potential means of answering the space problem for UMS libraries is to move forward with the proposal to significantly expand library storage at Orono for valuable but low use items needed for research. Fogler Library currently manages a climate controlled storage building on the UM campus which is full, but could be expanded for others to use as the University of Maine “Last Copy Center.” A last copy center is a central facility managed by librarians that would allow all Maine libraries to store only one copy of lesser used, older but valuable materials for all in the state to access when needed. Such a facility would permit all libraries to discard their copy(s) of the item going to the LCC, thereby saving space in local libraries. The storage facility could also be expanded at some point to include “large digitized data storage,” again, providing online access to digitized material storage from one location.

**Recommendations:**

Recommendations for this goal will fall within six areas:

1. Staffing to accomplish projects and ongoing work

2. Budget, including share of campus research funds, external grants and internal and external bonding opportunities. Fogler Library’s budget has to be indexed against inflation and it needs a funding formula that allows it to grow as the university grows. For example we estimate that within five years journal inflation will require an additional annual expenditure of $2.6 million just to maintain current library subscriptions. Other research institutions have been increasing their library budget to account for journal inflation (approximately 11% annually) and, in some cases, years of under funding. For example, UNH went from a budget of $8.8 million in 2002 to $14.1 million in 2004 and the budget will increase by $500,000 next year.

   a) The plan should call for an increase of $1 million each year in base funding for the library’s acquisitions budget to compensate for past and current materials inflation. In other words, over five years there would be a $5 million increase. After that the materials budget could just be indexed for annual inflation.
b) The library would receive a larger but decreasing portion of the bond funds as follows: Year 1: $3 million; Year 2: $2.5 million; Year 3: $2 million; Year 4: $1.75 million; Year 5: $1.5 million. This could be accomplished by moving 10% of the bond money from facilities to Library.

c) The library would receive 4% of indirect costs obtained from grants over the 2004 baseline. By 2010, this would mean the library would be getting the equivalent 2% of all indirect costs, which is the average for academic libraries in the U.S.) The 4% of indirect cost would be taken off from the current 25% going to facilities and administration.

3. Collection development and technical services (acquisitions and cataloging) functions of the library will become more collaborative and efficient when selecting and providing access to expanding digital collections.

The UMS Libraries will seek to eliminate duplicate subscriptions by evolving collaborative collection development for online serials. Collection development staff will create a core collection of journals in electronic formats for the University of Maine System libraries with licensure agreements that address archival concerns, while phasing out hard copy journal subscriptions where complete online documents exist. A master collection of “last copies”, derived from the campus library collections, will be housed in the Last Copy Center.

4. Focus and fund Fogler Library’s role as the System leader in development and expansion of the UMS digital library including purchased databases, created databases, specialized staff, hardware and software.

5. Add space to the Library for multiple purposes. The Raymond H. Fogler Library is functionally obsolete and at capacity. Fogler no longer meets the educational needs of the University System and the State as a research library. With over 1 million volumes, limited individual study space and no group study space, the library does not appropriately support the educational and research requirements of the University of Maine, the University of Maine System, the designation as the State’s Research and Development library, and other community library and State demands.

a) Construction of a 96,000 square foot addition is necessary to accommodate collections and provide appropriate study space

b) Fogler Library is in serious need of repair and renovation to make it safe, accessible, digitally capable, and user friendly. The original 1944 building needs to be redesigned and the center core stacks removed to address safety and accessibility issues. All the collection shelving in the library is in violation of American with Disabilities Act (ADA) requirements for access.

c) To ensure the most cost effective storage solution for collection growth, installation of compact shelving and a mezzanine in the Library Annex building is required. This will provide long-term growth space for collections. The annex building would serve as a digitizing and Last Copy Center for all University of Maine System and other Maine libraries.
6. Continue the System commitment to the very successful statewide delivery service used to deliver print items

FUNDING NEEDS FOR FOGLER LIBRARY’S FACILITY IMPROVEMENTS AND BASE BUDGET: Costs not specified at this time – will be included in draft two

- Increase in staffing
- $1 million increase in base funding for each of five years for acquisitions
- Index UM Library budget for inflation
- Provide a share of the UM facilities bond money to the library
- Provide 4% of indirect cost recovery to the library from all UM grants and contracts
- Expand and upgrade annex to become UMS Last Copy Center
- Build 96,000 square foot addition to Fogler Library and upgrade existing library to meet ADA, HVAC and workspace needs

**Goal 3 - Continue to create a strong collaborative relationship between the UMS Library consortium and the State Library, and aggressively expand the statewide integrated digital library to meet the needs of the UMS and all of Maine**

**Recommendation: Over a period of the next three to five years, implement the major directions proposed by the NELINET Consulting Solutions in their July 2003 Report to UMS.**

The consultants provide recommendations that “would identify the branding and terminology to support the quickest and most complete statewide understanding of the services so it is possible to market the benefits of Maine Info Net to the state legislature, the general public and the participating libraries.” Maine Info Net is viewed as a multi-type collaborative effort for the citizens of Maine.

Upon implementation of these recommendations, Maine Info Net will become the primary gateway or portal to library and related information for all citizens in Maine, in much the same way OhioLink, and Illinet have for these states. The University of Maine System, Colby, Bates and Bowdoin local library systems will continue to serve and be recognized by their local users as their own library system, but it will also become clear that Maine Info Net is the umbrella or overarching library structure for the state of Maine.

Since its inception, the University of Maine System URSUS (digital) library budget has contributed to electronic resources offered through Maine Info Net where better prices and negotiating leverage are available. State, PUC e-rate, and University dollars together provide the foundation resources for all Maine library users.

NELINET Consulting Solutions states the following set of recommendations, and they are endorsed by the SD #4 Task Force:

1) Creation of a new Info Net Board with members representing all participants
2) The Board will be a membership organization while assuring substantial accountability to and participation of the membership – a “consortium of consortia”

3) The Maine Library Commission and the University of Maine System will be formal partners and the sponsors of Maine Info Net

4) Maine Info Net should be constituted as an independent entity with member institutions (a membership organization)

5) Maine Info Net requires sustainable funding and reasonable dues ultimately becoming self-sustaining

6) Maine Info Net will have a CEO and dedicated staff
   a. CEO will report jointly to the UMS and the Maine Library Commission
   b. CEO position will be funded by the UMS and the Maine Library Commission

7) Maine Info Net should establish and enforce standards and policies for member participation in the union catalog

8) Maine Info Net should have a clear identity and brand name

9) Marketing and public relations must be developed that focus on its three key constituent groups: libraries, library users and funding sources

10) Info Net should aim to become the Maine library portal to the world of information

11) Info Net should raise the level of library practice with the state by providing new tools and promoting best practices

12) Use InfoNet to assist the Librarians with reinventing themselves to further respond to the state’s citizens’ future library and information needs especially with new information seeking behaviors

Note: The biggest shift moving to Maine Info Net as the library gateway for the State is the University System adapting to the role as a formal partner with the Maine Library Commission in the administration of Maine Info Net. This will require that the office of the Chancellor and UMS’s Board accept and formalize a legal working agreement that heretofore the University has managed informally, i.e., that UMS Libraries as one of the major sponsors of Maine Info Net will fully represent the interests of not only the UMS but also of all other members of the higher education community in the state, whether those institutions are public or private.

The Maine Info Net staff, built from current UMS URSUS library and Maine State Library staff members would be responsible for marketing, managing membership dues, and delivering services: the union catalog, delivery, e-resources (databases), standards, portal management, and training.

The current UMS Library Directors’ Council will continue in its current configuration serving as one of the consortia members albeit one of the two that sponsors and supervises the Maine Info Net CEO and provides policy direction to him or her and the Board.

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**Goal 4 – Establish a permanent base-budget investment in the digital**

The future success of the University of Maine System Libraries depends on continued growth and development of the statewide digital library. Since the inception of our
online URSUS catalog in 1988, much progress has been made. One major limitation to further expansion of the digital collections has been the necessity and ongoing uncertainty of cobbling together funding at every step. Grants, bonds and other one-time funding have for years been the backbone of this initiative. For the UMS to continue to make online and other technologically based resources available to all our students, faculty and staff, as well as Maine citizens, an investment in the continued development of the digital library is critical.

Recommendations:
Inserted below for consideration and discussion are proposed funding formula options (spreadsheets) intended to stabilize the current UMS URSUS (digital) library operation, and to be responsive to continuing and growing digital library needs of the citizens of Maine. Formulas are based on models obtained from Florida and Texas.

Spreadsheet Notes:
• Used FY 05 as the data and credit hours as the basis for assessments
• Basic Budget: Budget approved for FY’05 as presented by Abbott to CFOs - "Base" label indicates presumed System funding
• "Index" will be assessed to campuses
• Credit hours and assessments based on FY ’04 credit hours and the assessments per hour for various degree levels

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<thead>
<tr>
<th>BUDGET SCOPE AND LIMITATION:</th>
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<tbody>
<tr>
<td>The funding formula described below provides is designed to address current operations and maintenance of the University of Maine System URSUS library operations and resources with a choice of two inflation indexes. It does not provide for capital equipment acquisition or replacement, nor does it include necessary funding for Fogler Library’s facility improvements and base budget needs.</td>
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The formula does include a modest increase of $50,000 annually to support startup and testing of digital initiatives – apportioned in the budget equally to the base funding and the campus assessments. Once a high priority digital initiative has been tested and readied for Maine’s statewide digital library, separate internal or external funding will be required to proceed.

Finally, the budget formula below does not address the costs associated with upgrading Fogler Library’ budget and facility to the level of a moderate to strong
research library center. Those costs are outlined above under Goal two and will be detailed in draft two.

UMS Strategic Direction #4 Task Force Report: DRAFT ONE

PROPOSED URSUS/DIGITAL LIBRARY FUNDING FORMULAS FOR DISCUSSION

With $50K digital initiative assuming 50% to base and 50% to campus assessments

Formulas 1 & 2 apply ARL and HEPI inflation indexes respectively

ARL = Association of Research Libraries' inflation factor (10%)
HEPI = Higher education price index (3.5%)

NOTE: The SD #4 task force is also recommending a New Program Factor that is added to the campus' assessment every time a new program is approved -- acknowledging that new programs do cost new money

Formula 1

Base budget + index + ARL x (index) + new program factor

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<td>ARL factor</td>
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<td>New Program Factor</td>
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Grand Total $ 566,740

Formula 2

Base budget + HEPI x code 542 +
index + ARL x index + new program factor

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**Grand Total** $ 568,721

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<td><strong>Total</strong></td>
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**Assessment with 27%/20% credit hour exemption**

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Plus New Program Assessment based on projected library needs for each new program added

**III. Key Areas of Overlap:**
a. SD #1 – A strong well funded UMS research library and the statewide digital library, fully integrated with the teaching, learning and research processes will assure quality and support rigorous academic programs.

b. SD #2 – Faculty development is dependent on access to a strong research library

c. SD #3 – Access to online technologically based library resources and related library services are essential to students’ distance learning success

d. SD #5 – Expanded UMS research in all of its aspects is dependent on a strong well funded research library at the University of Maine

e. SD #6 – Niche development and accountability at each campus will help focus the needs of the campus and in turn the needs of the library

f. SD #9 – Working with fund raising leadership will help obtain support for expanding digital library initiative, building expansion and collection development

IV. Goals for Next Steps

- Summer 2005: update and revised recommendations and finalize draft one
- Fall 2005: distribute draft one to campus and community constituencies and prepare draft two with objectives for implementation by December
- Spring 2006: Collect further feedback, finalize draft three including planning with State of Maine on Maine Info Net and prepare final report with objectives and assessment measures