



## HSLS Strategic Plan 2022-2026

### **Mission:**

Dedicated to fulfilling the ever-evolving needs of our diverse communities, the Health Sciences and Human Services Library provides exemplary services, resources, expertise, and space to cultivate transformational learning, research, and community engagement in an environment reflecting the University's mission, vision, and core values.

### **Vision:**

The Health Sciences and Human Services Library aspires to be the vibrant intellectual and cultural hub of the University of Maryland, Baltimore, essential to advancing university priorities as the epicenter of dynamic collaboration and partnership in education, research, innovation and social responsibility.

### **Core Values:**

#### **I. Respect & Integrity**

We hold ourselves accountable: We value each other and model ethical and transparent library practices, assuring a culture of compassion and trust.

#### **II. Well-Being & Sustainability**

We care: Our work is guided by our commitment to the enduring welfare and success of our library and staff, our university, our communities, and our world.

#### **III. Equity & Justice**

We believe in the strength of diversity: We use our voices and resources to promote a just culture where every person can thrive.

#### **IV. Innovation & Discovery**

We blaze trails: We are collaborative explorers, creators, and risk-takers advancing dynamic research, education, and service to improve the human condition.

**UMB Theme 1:  
Accountability and Integration of Core Values**

**UMB Strategic Objective:**

UMB will systematically integrate the Core Values into the organizational culture through education and demonstrated behaviors so that internal and external stakeholders clearly understand who we are as an organization and what we stand for.

**UMB Strategic Outcomes:**

1. UMB leadership demonstrates their commitment to the Core Values and expects fellow leadership, faculty, staff, and students to hold the University's senior leaders accountable to those Core Values.
2. UMB has a clearly articulated group of behavioral expectations related to each Core Value set to which faculty, staff, students, and University leaders are held accountable.
3. UMB operationalizes the Core Values in each school and administrative unit through activities including talent management, employee development and empowerment, and enhancements to student learning and experiences.
4. UMB uses reliable quantitative and qualitative data to provide transparent metrics to demonstrate and document the University community's ongoing efforts at aligning behavior with the expectations inherent in our Core Values.

**HSHSL Strategic Goal:**

1. Align and integrate UMB Core Values into faculty hiring, onboarding, goal setting, and annual evaluations. UMB Core Values will be integrated into the UMB Staff PDP process. (Outcome 4)

**UMB Theme 2:  
Student Growth and Success**

**UMB Strategic Objective:**

UMB will design and implement collaborative, inclusive, respectful, and accessible academic learning environments that equitably support and develop students to become exemplary professionals and purposeful contributors to society.

**UMB Strategic Outcomes:**

1. UMB provides academic programs, offerings, and services that are accessible to students of all racial and ethnic backgrounds, income levels, and social identities.
2. UMB develops and implements anti-racist and anti-oppressive policies, practices, and programming that promote student well-being, belonging, and success.
3. UMB enhances student learning and innovation through creative and effective teaching methods developed through collaborative and agile faculty development initiatives.
4. UMB engages students and fosters their passions and skills to prepare them for meaningful self-reflection and ethical careers in alignment with the University's core values.
5. UMB engages a diverse alumni community that supports and creates sustainable connections for student mentoring, networking, and scholarships

**HSHSL Strategic Goals:**

1. Increase UMB student, faculty, and staff access to expanded online resources, dependent on funding support. (Outcome 1)
2. Review HSHSL content to ensure accessibility and findability. (Outcome 1)
3. Partner with diverse groups at UMB to collect data and feedback on HSHSL support of student well-being, belonging and success. (Outcome 2)
4. Identify, provide, and sustain creative learning experiences for faculty librarians and library staff to develop effective teaching methods addressing learning styles, cultural diversity, and cultural humility. (Outcome 3)

**UMB Theme 3:  
Culture, Engagement, and Belonging**

**UMB Strategic Objective:**

UMB will create a sustainable, equitable, and inclusive culture of care that collaboratively engages and embraces all members of the University community, and the broader community, with respect and in a manner that fosters belonging, understanding, trust, and equity.

**UMB Strategic Outcomes:**

1. UMB is inclusive and actively seeks input from stakeholders at all levels and of all backgrounds when identifying opportunities, planning and setting goals, and making decisions.
2. UMB actively recruits, retains, supports, and advances diverse students, faculty, and staff, demonstrating a commitment to our core value set of Equity and Justice.
3. UMB provides professional and educational programs and initiatives that build capacity, equity, and respect, and support the well-being, sense of belonging, and success of all members of the University community.
4. UMB communicates in a manner that is empowering, inclusive, and demonstrates cultural humility.

**HSLS Strategic Goals:**

1. Advance HSLS EDI efforts through internal (HSLS DEI Committee) and external collaborations (UMB offices and national programs), programming, and policies. (Outcome 3)
3. Improve library internal and external communications by developing a best practices guide designed to educate and support implementation of inclusive language. (Outcome 3)
4. Create physical spaces within the HSLS and programming for HSLS faculty and staff supporting engagement and belonging to cultivate a more diverse, equitable and inclusive workplace. (Outcome 4)

## **UMB Theme 4: Innovation and Reimagination**

### **UMB Strategic Objective:**

UMB will foster an agile, creative, and risk-tolerant learning environment, boldly capitalizing on new opportunities, technologies, and the power of collaboration to discover meaningful solutions to the complex problems impacting UMB, its schools, its strategic partners, and communities.

### **UMB Strategic Outcomes:**

1. UMB nurtures an environment of research and discovery that probes and answers challenging questions, openly shares knowledge, and improves the human condition.
2. UMB promotes the use of applicable new technologies and data-driven analytics, promoting student success, groundbreaking discoveries, employee productivity, and administrative effectiveness.
3. UMB embraces a broad and collaborative culture encouraging the free exchange of ideas, acknowledging the importance of risk-taking for bold gains and learning from failures and successes.
4. UMB fosters excellence in teaching and learning by adopting best-in-class design and pedagogical practices to prepare students for promising, rewarding, and impactful careers.

### **HSLS Strategic Goals:**

1. Advance research data management, sharing, and research reproducibility at UMB by investigating, implementing, and promoting tools for data storage and curation. (Outcome 2)
2. Enhance UMB student, faculty, and staff learning and professional development by developing flexible and accessible approaches to teaching and spaces for learning and innovation (Outcome 4)
3. Increase promotion and educational efforts to enhance awareness of open access publishing and open science (Outcome 1)

## **UMB Theme 5: Community Partnership and Collaboration**

### **UMB Strategic Objective:**

UMB will formalize and embrace a University-wide approach to community engagement and scholarship that fosters inclusive and equitable partnerships with our neighbors.

### **UMB Strategic Outcomes:**

1. UMB becomes a trusted partner and resource as we learn from the history of our own institution and further build relationships with our neighbors in West Baltimore and across Maryland.
2. UMB honors, acknowledges, and values community sovereignty and the wisdom of our neighbors and actively integrates the knowledge, experience, and expertise of community members to measure and document the impact of UMB's health, legal, social, and economic development programs.
3. UMB values and rewards teaching, research, and service that is grounded in community engagement as well as holds faculty, staff, and University leaders accountable for ethical and mutually beneficial community engagement practices.
4. UMB develops, establishes, and maintains strategic partnerships among our seven schools, other University System of Maryland institutions, and the University of Maryland Medical System to resource, coordinate, and support community initiatives that can become a local, regional, and national model for others to replicate.

### **HSLS Strategic Goals:**

1. Develop outreach strategies-promoting local, regional, and national well-being through programs and tools supporting health literacy. (Outcome 4)
2. Develop HSLS partnerships with community leaders and organizations to create opportunities and encourage volunteer service that benefits Baltimore City, particularly West Baltimore. (Outcomes 1)

**UMB Theme 6:  
Global Engagement and Education**

**UMB Strategic Objective:**

UMB will enhance its impact and reputation as a globally-engaged institution committed to improving the human condition through engagement, education, and research.

**UMB Strategic Outcomes:**

1. UMB is committed to and promotes interdisciplinary, innovative, equitable, and sustainable solutions to domestic and global challenges.
2. UMB provides students the opportunity and institutional support to engage in global learning.
3. UMB expands University programs that value, support, and celebrate the richness and expertise of international students, scholars, faculty, and staff.
4. UMB provides enhanced operational support and a knowledge platform with which the schools and functional units align their programs and processes to develop global collaborations, track global activities, and share successes.

**HSLS Strategic Goal:**

1. Provide globally-engaged UMB students, scholars, faculty, and staff with an enhanced awareness and understanding of global health and HSLS information resources through programming and education (Outcome 2)