

## MISSION

The Research and Academic Services (RAS) Division of the UMD Libraries provides exceptional research, teaching, collections, outreach and user services to support the research, teaching, and creation needs of all students and faculty of the University and other members of the University community.

## VISION

RAS will be the campus hub for a broad array of services, collections, and technologies to meet and exceed the research, teaching, and outreach needs of the University community. We will offer state-of-the-art services in modern, technology-rich spaces and work in close partnerships with other campus units. We will meet user needs in a timely, efficient manner and with an exceptional level of customer service, and contribute to the creation of knowledge across academic disciplines. Our highly trained, proactive, and knowledgeable employees will be actively engaged in the academic life of the University.

## CORE VALUES

- Excellent public service
- User satisfaction
- Cooperation
- Respect
- Creativity and innovation
- Forward-thinking
- Continuous assessment and improvement

## GOAL 1

The Libraries will be a catalyst for the creation and dissemination of diverse forms of research through innovative accessible physical and virtual spaces, emerging technologies, collections, specialized and high-level research services, strategic partnerships, and leveraging our highly knowledgeable and accessible staff.

## WE WILL:

- Further develop advanced research services and spaces across the Libraries to meet the high-level research needs of faculty and students. We will offer accessible spaces and services with relevant partners across campus, including the [Division of Research](#), the [Graduate School](#), [Division of Information Technology](#), [Teaching and Learning Transformation Center](#), [President's Commission on Disability Issues](#), [Office of Diversity and Inclusion](#), and relevant academic and support units.

- Continue to develop outreach services that will meet diverse teaching, learning, and research needs of faculty and students regardless of physical location and across delivery platforms. We will participate in departmental and campus-wide events that support the [University's mission and vision](#), and will continue to create our own events and programs becoming the intellectual heart of campus.

- Continue to develop a suite of specialized data and visualization services to support research and teaching in all disciplines. In partnership with Libraries' Digital Services & Technologies (DST) Unit, develop Distributed and Open Data Services and administer data repositories, such as [SocArXiv](#), [Collaborative Archive & Data Research Environment \(CADRE\)](#), Inter-University Consortium for Political and Social Research ([ICPSR](#)), and [Center for Open Science](#). Develop an advanced level of instruction in GIS, systematic reviews, and data sciences.

- Continue to support scholarly publishing with an emphasis on open access. Be actively engaged with groups and projects such as [Open Educational Resources](#), [UMD PACT](#), and [Author Alliance](#).

- Continue to enhance our liaison librarian program in order to provide outstanding research and teaching support to individual academic programs and to advocate for and build diverse and accessible collections. We will engage with departments as detailed in the Communications and Faculty Engagement Plan and the Subject Librarians Brain Trust Initiative, and through the professional development of liaison librarians, including participation in the [BTAA Liaison Institute](#) and Diversity, Equity and Inclusion (DEI) training.

- Continue to work with the Libraries' Communications Office to effectively communicate, market, and improve awareness of established services and resources to the campus community.

## GOAL 2

The Libraries will provide outstanding access to collections and seamless delivery of information resources to meet the research and teaching needs of the University, to meet the University's mission of enabling intellectual inquiry and learning, and to provide equitable access to materials to our entire community.

WE WILL:

- Continue adjusting workflows to maximize efficiency and improve turnaround time for the Libraries' delivery services.
- Actively participate in the [UMD Libraries' consortia](#) and explore new partnerships in order to improve resource sharing and deliver a more consistent user experience.
- Expand capacity for and improve quality of multimedia course reserves.
- Facilitate access to physical and online collections through continued enhancement of discovery tools, digital access, effective stewardship and collection building, and outstanding in-person and virtual information services.
- Continually assess curricular and research needs of the University to ensure access to needed collections and services.
- Continue our campus leadership in the area of textbook affordability and the advocacy of open educational resources.
- Provide nimble, responsive service to local and remote members of our research communities, ensuring their information needs are met regardless of circumstances.

### GOAL 3

The Libraries will offer a robust teaching and learning program consisting of innovative instructional and assessment methodologies and tools to ensure that all members of the University community possess excellent skills in discovering, evaluating, and using all formats of information effectively, efficiently, and ethically.

#### WE WILL:

- Continue to develop and refine in-person and virtual instruction programs, using best practices in teaching excellence, inclusiveness, and emerging pedagogies, to ensure that all students possess outstanding information and digital literacy skills.
- Continue to enhance our support of online learning, blended courses, integrated media, and distance education via the creation of outstanding virtual teaching tools and virtual research support.
- Continue to develop partnerships with the [Learning Technology Working Group](#) of the [Division of Information Technology](#), the [Teaching and Learning Transformation Center](#), [living and learning communities](#), and other relevant academic units to offer a wide range of instructional programs and services.

- Continue to develop and implement [Learning Outcomes Assessments](#) to evaluate and improve the effectiveness and efficiency of our teaching and learning programs.
- Offer advanced professional development for employees engaged in teaching or training activities, including an enhanced [Peer Teaching Observation program](#) and the [Fearless Teaching Institute](#). Encourage professional development through the incorporation of anti-racism and social justice initiatives in the classroom. Encourage [Open Educational Resources \(OER\)](#) training to better assist faculty. Encourage adding an official, full-time, cross-divisional faculty librarian position to incorporate anti-racism and social justice into teaching and learning.
- Continue incorporating non-traditional spaces and literacies into our instructional program.

#### GOAL 4

The Libraries will ensure outstanding user experiences via modern, technology-rich spaces, virtual access, and programming.

#### WE WILL:

- Expand the [Terrapin Learning Commons](#), a suite of services and dedicated space across the Libraries, building on existing and seeking out new partnerships to offer a diverse program of services and spaces focused on undergraduate users.
- Provide inspirational, aesthetically pleasing, and welcoming physical and virtual spaces to meet a diversity of users and their needs.
- Work to enhance the [accessibility](#) of all Libraries' collections, resources, services, and facilities.
- Identify, pilot, and integrate emerging technologies throughout all library spaces, including creative spaces, spaces for emerging technologies, and spaces for collaborative learning.
- Engage in further user experience research and create a variety of outstanding programs and services to enhance user experiences in the Libraries.
- Continue to conduct and expand assessment activities in all areas of RAS, including periodic campus-wide and targeted surveys and in further user experience research.

- Continue and expand our [partnerships](#) with relevant campus and community partners.

## GOAL 5

The Libraries will have a highly skilled professional workforce with outstanding employees to engage in a wide range of research, teaching, and collections activities to support the University's [mission](#) and [strategic goals](#).

### WE WILL:

- Continue to recruit, attract, and hire outstanding employees who are diverse, proactive, creative, collaborative, forward-thinking, and committed to providing excellent research, teaching, collections, and user services.
- Engage in continuous professional development and cross-training of our employees, and continue to assess and improve all RAS professional development and training programs.
- Offer leadership training and opportunities for employees at all levels, and engage in ongoing succession planning.
- Continue to support entrepreneurial initiatives and other innovations that improve and expand our services.
- Implement a comprehensive customer service training program for all employees working with users in the Libraries.
- Continuously strive to promote and train in diversity, equity, social justice, transparency, accountability, and the spirit of shared governance.