

Duke University

Medical Center Library

Strategic Goals 2006-2010

Library As Place within Duke Medicine

More effectively use the existing Library facility to support the educational missions, information management, and resource needs of the Medical Center.

Electronic resources are changing the nature of libraries and how patrons use the traditional library facility. Duke's preservation quality storage facility allows the long-term storage of older books and journal volumes thereby freeing up space historically used for stacks. The Library's location, the Mudd building, is in a central location and could be used to support a number of activities that support educational activities in addition to accessing Library resources and services. While the School of Medicine Library Space Planning Committee has made recommendations regarding the future use of the facility, the Library must continue to improve and reconfigure its space to reflect user needs and to expand its role in the broader Duke Medicine community.

Implement the Space Planning Committee recommendations

- Work with key administrators and facilities groups within the Medical Center to develop a building program.
- Work in conjunction with Financial Services and Development to submit financial plan for renovation costs, phases of the projects, and funding sources.
- Oversee renovation/construction in conjunction with Facility Design Office
- Partner with the Schools and other groups in the use of the library facility for educational activities and events.
- Develop a business plan regarding the storage and retrieval costs of older materials including the use of the Library Service Center.
- Make decisions regarding the retention, removal, storage and access to library materials.
- Identify technology and staffing needs for providing access to stored materials.
- Continue to review space needs for staff, services, and collection in relation to usage data..

Expand the use of technology and technological capabilities

- Provide more computers for patrons.
- Enhance the wireless capabilities in collaboration with Duke Health Technology Solutions.
- Explore the feasibility of having more hard-wired patron spaces throughout the library.
- Provide high tech spaces for library staff to provide individual and small group training and consultations.
- Increase access to multimedia technologies for patrons and staff by creating more multimedia spaces for scanning, Web and graphic design, and access to other specialized software.

- Investigate the feasibility of installing teleconferencing capabilities.
- Add at least one fully ADA-compliant workstation to the Library.

Create better meeting spaces

- Explore the feasibility of removing walls and creating larger and more flexible conference rooms.
- Install computers, projectors and other technologies to enhance the use of the existing conference rooms for staff meetings, projects, and patron groups.
- Continue to evaluate, restructure and improve staff work-spaces as needed.
- Rearrange offices to ensure appropriate work and communication flows occur within units and the overall library.
- Ensure that all Library staff members have ergonomic workstations and equipment that meet their work needs.
- Identify ways to provide a home for Archives within the Library or on the medical center campus.

Improve and provide more inviting social spaces

- Create more comfortable spaces with softer and more inviting furniture.
- Ensure that there are a variety of spaces that accommodate different levels of noise, from quiet study to conversational areas.
- Continue to explore the implementation of a full coffee shop within the facility.
- Build flexibility into all spaces so that they can change over time or be restructured for special events.
- Review current signage and develop plans for creating accurate and clearer directional information.
- Create more exhibit spaces for Duke materials and art in collaboration with the Schools and Cultural Affairs.

Focus on Content and not the Container: Redefining the Library Collection and Resources

Conduct more in-depth research into information needs and behaviors of the Duke community to guide a new vision and a realignment of the collection development plan, concentrating on resources that leverage new technologies, while ensuring the collections are vital and relevant to Duke's priorities and initiatives.

New electronic resources are changing how information is delivered and used by researchers, clinicians, and students. Patrons' expectations, utilization and information-seeking behaviors have changed radically in the electronic environment. Further research is needed to identify those changes and the specific need for additional or different resources. Faculty, researchers and students are expecting access to new electronic resources. Rising costs of electronic resources, including journals, will continue to outstrip the standard inflationary increases for the budget. Print will not completely disappear for many years. With limited funding, the selection and continuance of information resources must reflect the core needs of the institution's educational, patient care, research, and administrative missions. In addition the Library needs to explore how it can create information resources, such as databases, that enhance commercial resources and address Duke Medicine's unique information needs.

Identify how Duke patrons are using resources

- Collect and analyze data on current electronic resources, identifying patterns of use.
- Develop additional methods for collecting data on both print and e-resources.
- Study use of print and electronic materials for a one-year period to identify key subject areas and less utilized materials.
- Conduct structured evaluations of existing and new resources, involving key experts and library user groups in the review process.
- Conduct focus groups of faculty, students and staff.
- Identify ways to create on-campus resources and databases that augment commercial resources and support faculty and student information needs.
- Develop mechanisms for seeking more regular input from patrons into collection decisions.
- Provide patrons with a testing and feedback zone on new and proposed resources.

Assess collection in terms of new strategic plan

- Review the strategic plans developed by other units and identify new and changing projects and programs.
- Identify gaps where new information resources, services, and databases need to be developed/created, effectively using technologies, to support Duke Medicine activities and information needs.
- Identify a core collection of materials that must be maintained throughout the ebb and flow of new initiatives and programs.
- Balance new and existing resources through regular re-evaluation of the strengths and weaknesses of the collection and specific information tools.
- Re-negotiate contracts as they expire to cover all health system members at a reasonable or marginal cost and achieve alignment within information services.
- Build a stronger collection in the areas of public and global health to support international initiatives.

Continue to move to more immediate access through digital resources

- Move more materials to electronic formats, when available and cost-effective, to improve access.
- Support patrons' preference for electronic access for quick reference, while maintaining print textbooks and reference works for more in-depth reading and research.
- Preserve access to non-print materials to support research realizing that the last 25 to 30 years of print literature will continue to be important.
- Provide access to more Web-based multimedia programs and sets of digital images for teaching and learning, while phasing out the older audiovisual formats.
- Monitor, assess, and promote the development and implementation of new information tools that integrate diverse e-resources and organize information for the user.
- Address the issues of ongoing access and preservation to electronic materials through initiatives such as content management systems, digital repositories, and archiving systems.
- Store archival and lesser used print materials in off-site storage when feasible.

Implement new tracking and funding models to support resources

- Develop and implement more precise internal systems for tracking, reporting and projecting costs so that purchases can smoothly occur throughout the fiscal year.
- Identify and develop new funding models for sharing costs with other units within Duke Medicine and the campus.
- Participate in collaborative purchases and collection development with campus libraries and local consortia.
- Work with other Duke libraries in obtaining a centralized university fund for commonly shared e-resources.
- Propose an approval process for new university programs that requires an assessment of the costs of library, information, and archive resources and services that support them.
- Assess and make the School's administration aware of the impact of flat budgets on the ability to maintain core resources and services.
- Implement tracking systems for contracts and electronic resource renewals.

Information and Services at the Point of Decision-Making and Learning

Access to the best information will be achieved through a combination of patron-driven technologies and personalized library services that provide seamless, familiar, and immediate links to high quality and relevant biomedical information.

- The volume of medical information, electronic resources and databases has made information use and management more complex.
- End-users often need assistance in identifying the most relevant tools as well as training in effective searching techniques.
- The Library staff must move beyond the walls of the Library and take services to the user.
- The Library will be able to address the dynamic and ever changing DUMC/SOM information needs by working with the faculty to identify tools that are being used, recommending additional relevant resources, providing training in information skills, and changing the selections of services and resources delivered to a department as needed.
- The library field is exploring new roles, such as the informationist and information-specialist-in-context, which merge the expertise of the information specialist with the subject specialist to deliver relevant information and services at the point of need.
- A key question is whether a single approach will meet the needs of users in differing fields and settings.
- Given limited human resources within the library, a team-based approach may be as valid and more cost-effective, especially in the research and teaching environments.
- Web-based technologies must also be used to assist with the identification, organization and just-in-time access to relevant resources, services, and online training.
- The Library must determine which models or new structures work best within the Duke Medicine environment.

Identify and implement new approaches for delivering information

- Research new concepts such as the informationist and identify components that would strengthen, improve, and enhance information access within Duke Medicine.
- Identify possible team-based approaches, such as the “swat team”, for working with specific disciplines.
- Propose relevant information service models and test them through pilot projects in departments.
- Restructure existing information services, such as mediated searches, and develop pilot projects that can be tested and evaluated.
- Identify the unique information needs through focus groups and surveys.
- Create customized tool sets on the Web for the various user groups/disciplines based on direct input from departments and schools and usability studies.
- Develop online tutorials for just in time training of basic informatics skills.
- Maintain a robust and effective Web site through databases and content management systems.
- Implement a responsive, barrier-free, and cost-effective service for accessing print materials that are located in off-site storage.
- Investigate the use of new technologies such as blogs, wikis, and podcasts, in the delivery of resources and services.
- Explore the skills and training needed for librarians to competently provide more advanced information services, such as filtering and summarizing the literature.
- Implement evidence-based library practices in committee and task force work.

Recognize and define reference services as the gateway to other services

- Define what constitutes “core reference services” that any walk-in patron should receive.
- Identify the higher level services that are and should be offered to the primary clientele.
- Continue to offer the more focused and personalized consultation services.
- Provide adequate training for service desk staff in the basic reference interview and referral techniques.
- Continue to evaluate the on-call reference service.
- Survey patrons about the levels of service and their satisfaction with the service desk and reference services.
- Revisit the use of instant messaging, chat and other technologies for providing virtual reference services, including the possibilities of partnering with other health sciences libraries across the country and world.
- Promote the value of the librarian in assisting patrons with the use and access to digital and print information sources.

Provide a responsive education program

- Teach thought processes and cognitive skills involved in information retrieval in addition to technical, critical thinking, and reasoning skills.
- Keep users abreast of new resources and tools, exploring the use of new methods and technologies for alerting patrons to changes and the introduction of new resources.
- Customize educational sessions to fit individual or group user needs.

- Integrate information management skills and training into curricula by working with the Schools on assessing the current curricula, proposing new courses, and being responsive and flexible when new opportunities are presented.
- Identify when just-in-time approaches, such as online tutorials, will suffice and when live sessions are required.
- Investigate the use of Blackboard, Blue Docs and other Web-based technologies for delivering educational content.
- Continue to be a leader and partner in the promotion and implementation of evidence-based medicine and training throughout Duke.
- Identify and approach champions of informatics, information management, and EBM within departments, divisions, and other units and build collaborative relationships with them for developing and delivering educational programs.
- Continue to educate learners, faculty and staff about scholarly communication and intellectual property issues, which are increasingly important in the digital environment.
- Offer a platform for authors to mount copies of their articles (as approved by the publishers) on a local institutional server to support access.

Achieve easy access to all information resources

- Work with other Duke libraries on common interfaces, such as Metalib and SFX, that search across and link together various databases and information resources, both internal and external to the Library.
- Implement and maintain features that link citations to full-text information.
- Seek out and evaluate new interfaces, such as Endeca and Scopus, which present search results in relevant and innovative ways.
- Work with DHTS on implementing knowledge-based resources that link directly to patient care records and bring concise information to the point of decision-making.
- Continue to work with DHTS and OIT on easy and seamless remote access to online resources provided by MCL and the University.
- Assess the need for customizable and personalized interfaces and seek out new technologies and approaches that would address those information needs.

Improve the quality of searching done at Duke

- Review the current structure for offering mediated search services and determine if it is feasible to lower or eliminate the barriers to expert searching.
- Identify the areas where expert searching by library staff might have a major impact on the quality of health care and research and develop pilot projects for offering those areas free searching.
- Continue to provide educational sessions on search techniques and core medical databases to students, teaching them the skills of retrieving and evaluating the literature.
- Provide consultation and individual training sessions to faculty who seek assistance with searching or have complex search needs.
- Develop a training course for office and research assistants who often conduct searches or seek out information for their faculty.
- Plan and implement a promotional campaign on the importance of good searching in clinical care and research.

Respond to the growing number of global initiatives

- Identify the services and resources that can be extended to Duke faculty and students in global locations, including Singapore, Tanzania and other foreign countries.
- Compare and assess the resources available at Duke to those available in Singapore for the Graduate Medical School.
- Share our expertise and educational materials with sister libraries in Singapore and other countries.
- Increase awareness of our faculty and students of the programs and resources freely available to developing countries.
- Identify international resources that will support Duke's initiatives.

The Library Staff – Making the Library More Than A Collection And Facility

A highly trained, knowledgeable, and skilled Library staff are what connect the faculty member, student, researcher, and staff member to the highest quality medical information.

The Library staff is what makes the library more than simply a collection of books and journals or a Web page of thousands of electronic resources. It is the Library staff's experience, knowledge and skills that bring information to the campus, offices, research labs, and clinical settings where decisions are made in an organized and usable manner. In addition to their crucial roles of selecting, evaluating and organizing resources, they are now educators in the use of technologies and information tools, and how to effectively use new resources to find the best evidence. As with electronic resources, the Library staff can no longer be bound by the physical walls of the building. They must be outwardly focused, bringing services to where the users are located, and scanning the environment for new technologies and trends that must be integrated into library services. The health of the Library and its services and resources, depend on training, recruiting and retaining the best staff possible.

Increase outward focus and activities of the staff

- Assign staff to assess specialized information needs and create services and training that address those needs.
- Realign staffing patterns and skills to support priority services.
- Develop stronger research skills through evidence-based practice techniques among our staff to support evaluation and outcome studies and collaborative projects with other departments.
- Encourage all staff to become more involved in University and SOM committees and initiatives. Also in assumptions.

Ensure staff has skills for a technology intensive environment

- Develop and strengthen information technology skills in all staff.
- Ensure that staff have attained basic information technology competencies.
- Inventory existing skills within each position and identify areas where more training is required.
- Identify future skills that will be needed in the Library and provide relevant training.
- Ensure that staff remains current in the application of new technologies to information management.

Provide a work environment that supports each staff member

- Provide documentation through policies and procedures in every department and ensure they are up-to-date to support effective operation, decision-making, and problem solving.
- Emphasize customer-service skills and attitudes.
- Focus on creating strong internal customer-service, communication and teamwork among all staff members.
- Cross-train staff between Library units to enrich the work experience and provide better cross-coverage
- Maintain motivation and morale of staff during difficult budget times and restricted resources.
- Ensure that all job descriptions fully and accurately reflect the skills and knowledge needed by a position.
- Promote and fully implement the Performance Evaluation Plan behavioral guidelines as the standard expected for all library staff.
- Promote innovation and creativity in designing and implementing services within a constrained budget.
- Create a plan for quickly recognizing achievements, creativity, good work, and team effort.
- Retool staff to meet the changing information services environment.
- Continue to support and expand social and celebratory opportunities.
- Seek out more opportunities for collaboration with colleagues across the campus and across the state.

Identify more efficient approaches to work

- Explore the use of technologies for strengthening and improving internal communications.
- Restructure meetings so that they are efficient and outcome oriented.
- Implement evidence-based practice into all projects.
- Use project management techniques for all major projects and new initiatives.
- Continue to foster an open environment that encourages constructive criticism and the expression of differing opinions.
- Implement new systems, software, and approaches that streamline or simplify work.

Develop the leaders of tomorrow

- Provide management and leadership training for staff interested in those career pathways, as well as those in supervisory and management roles.
- Support mentoring programs and opportunities for librarians.
- Provide staff with opportunities to develop and enhance skills by assigning responsibility for special projects and initiatives.

Underlying Assumptions

Strategic plans are by nature designed to identify the major goals and strategies for being successful in the future. These plans cannot begin to address the myriad number of ongoing issues, resources, and services that are part of the daily operations of a library. Underlying all the new strategies are basic assumptions about resources and activities that would need to be in place to support future endeavors. Many of these are ongoing functions or resources are essential to library operations and its success in proactively supporting its clientele. What follows is a description of the core underlying assumptions that form the infrastructure for the strategic plan.

- ***Strong collections*** must be maintained to support the diverse administrative, educational, clinical, and research information needs within Duke Medicine. The Library will:
 - Continue to acquire current journals, books and other relevant publications in paper and electronic formats as appropriate.
 - Provide access to major health databases and online resources.
 - Preserve older materials to support longitudinal and historical research activities.
 - Acquire multimedia and teaching materials as requested by faculty.
 - Explore the delivery of information through new technologies.
 - Coordinate services and purchases with other libraries on campus and in the region.
 - Offer services that identify, locate and acquire materials not held by Duke.
 - Serve as a resource library for medical information for hospitals and health agencies within the state and regionally.

- ***Funding and development work*** are crucial to the success of the Medical Center Library. The Library will:
 - Obtain sustained funding from School of Medicine and Duke Medicine to support core programs and research priorities.
 - Address the impact of new initiatives and educational programs on library resources and budget.
 - Search for endowment funds to support key programs and resources.
 - Develop a plan for acquiring funding sources to support new services and activities.
 - Seek grant proposals from key funding groups and foundations to support special library projects.
 - Explore additional revenue opportunities through fee-based services.

- ***Collaboration, cooperation and partnerships*** are essential for future growth and enhancement of services and resources and to generate support and funding for library-related programs. The Library will:
 - Provide access to Duke and Triangle Research Libraries Network (TRLN) library collections through system-wide agreements and services.
 - Coordinate collection development among Duke libraries and with TRLN to maximize availability of resources with minimal duplication.
 - Partner with departments, schools, and other libraries to share the cost of new resources.

- Create collaborative agreements with departments and schools to expand expertise and skills available to library and patrons.
 - Strengthen the outreach and marketing programs to ensure regular flow of information about needs and resources between the Library and departments, programs, and schools.
 - Identify opportunities for additional collaborative relationships in order to develop special initiatives.
 - Negotiate consortium licenses for electronic resources and databases whenever possible.
- ***Outreach and marketing*** must be part of all Library services to ensure that our clientele are aware of the services and resources available to them. The Library will:
 - Produce newsletters, Web announcements, handouts and traditional public relations materials to inform customers of new services, resources, and issues in the Library.
 - Create exhibits highlighting new or special services.
 - Host special events that showcase and demonstrate the Library's offerings.
 - Offer demonstrations, tours, and customized introductions to the Library.
 - Explore a variety of methods and technologies (Web, e-mail, handheld devices, blogs, etc.) to effectively communicate with customers.
- ***Assessment and evaluation*** of what we do, how well we do it, and customer satisfaction must be ongoing. The Library will:
 - Conduct general and special customer satisfaction surveys on a regular basis.
 - Collect and evaluate statistics from electronic resources, service desks, and other sources.
 - Seek input on new directions and programs through advisory and focus groups, requests for specific feedback, and other forums.
 - Develop research projects to determine the usefulness or effectiveness of programs and resources.
 - Appoint Librarians to key Duke Medicine and Duke University committees and task forces in order to anticipate needs, seek feedback, and discuss issues.
- ***New and proven technologies*** must be implemented in order to maintain and enhance access to information resources and services. The Library will:
 - Maintain strong systems and networks to support internal use of resources and technologies.
 - Ensure a strong and easy to use gateway to Web/Internet resources and services
 - Ensure that remote access to resources is sustained and strengthened by campus-wide and library-based services.
 - Work with DHTS and OIT in the use of wireless technologies for users and library staff.
 - Promote the use of new technologies that enhance access to educational and knowledge-based resources.
 - Explore new technologies in order to determine their effectiveness and related support and policy issues.

- Beta test and critique new products and devices in order to influence future developments in the commercial sector.
- Build strong relationships with DHTS, Medical Informatics and other groups focusing on technological developments.
- Champion the integration of information resources and technologies into the clinical, educational, and research environments.