



**Harvey Cushing/John Hay Whitney Medical Library
Yale University School of Medicine
2009 – 2012 Strategic Plan**

Library Goals and Actions

1. Provide Integrated Access to the Medical Library's Collections and Services
2. Build and Preserve World Class Collections
3. **Provide Outreach Initiatives**
4. Provide an intellectually stimulating environment that inspires creativity, productivity, communication, and collaboration
5. Foster a Culture of Life-long Learning and Education for Staff

1. Provide Integrated Access to the Medical Library's Collections and Services

Objective

The Medical Library provides information tools and techniques to facilitate and support health sciences research, education, and patient care in a usable, high performance environment involving personalization and user-defined choice. Library systems technology and personal productivity solutions empower users to locate, access, and utilize library resources. We deliver the most efficient and convenient formats to our users in any global location. The development of new interfaces to the increasingly diverse library collections and services must be accompanied by improvement of staff skill, both to design the user experience, as well as develop techniques to efficiently inform and educate a sophisticated and diverse academic medical center user audience.

1.1 Foster research & development by exploring new tools and technologies and combining them in innovative ways that facilitate integrated access.

- Explore new technologies, and plan and pilot innovative and useful R&D integrated access projects.
- Prioritize, manage and evaluate R&D integrated access projects.

- Allocate programmer time and create additional funding opportunities to support R&D integrated access projects.
- Promote an expectation that staff from all departments contribute to these projects.
- 1.1.5 Maximize use of Open URL and other standards-based solutions.
- Collaborate with partners throughout the library system, the university, and external organizations.

1.2 Continue to monitor the performance of Library Website and to adopt necessary new technologies to improve library user web experiences.

- Gather user feedback about the Website on a regular basis.
- Optimize Website Infrastructure including logical information organization and content management system to provide easy and integrated access to library web information and services.
- Conduct iterative redesign of Library Website to meet user expectations and enrich library user Web experiences.
- Improve Library Web content portability through approaches such as portals and RSS, to facilitate research and current awareness.
- Continue to investigate resource access authentication issues with the proxy and the VPN, and explore alternatives and campus-wide efforts.

1.3 Evaluate and determine the optimal structure for advancing the library's technology goals.

- Define the current relationship between existing committees with a substantial focus on technology.
- Gather information on best practices for organizing technology in libraries and assess their applicability for our setting.
- Investigate models for project planning and evaluation, and implement as appropriate.

1.4 Explore, implement & evaluate federated search and/or resource discovery tools for the collections.

- Evaluate new and existing vendor options and explore in-house development possibilities for federated search and/or full-text resource discovery tools.
- Gather user and staff feedback to inform our selection and implementation of any federated search engine or resource discovery tools.
- Acquire or develop a tool to search across our content silos.

2. Build and Preserve World Class Collections

Objective

The Medical Library acquires, preserves, and digitizes a wide variety of materials to meet our users' information needs. Preservation activities provide long term care for the priceless unique collections contained within the Medical Library. The Digital Library is a major priority of the Medical Library focusing on free and open access to our unique collections. Our digital initiatives are to improve awareness of the library's world class collections, serve as a catalyst for new services and technologies, provide an added layer of preservation, and allow access to our collections to the global community of scholars.

2.1 Build collections that meet diverse needs.

- Revise and refine the library's collection development policy to reflect a primary reliance on electronic resources, and the need to frame collection development within budget parameters and evolving information needs of our primary user communities.
- Evaluate and implement new technical service processes to streamline workflow and increase staff productivity, such as shelf-ready books for the library's general book collections.
- Refine and develop metadata practices to aid in search and retrieval through the library's website, working with Yale University Library colleagues.
- Continue to grow the Library's Rare Book and Print Collection by identifying and acquiring historically significant materials that will enhance the library's collection.

2.2 Build a robust medical digital library using the library's unique collections.

- Empower the Medical Digital Library Committee with primary responsibility for all of the library's digital initiatives.
- Hire a digital projects librarian, to manage digital initiatives.
- Identify, describe and prioritize the backlog of potential materials for digitization.
- Seek grant funding for identified digital projects.
- Utilize staff and technology effectively with the goal to increase the number of objects digitized on an annual basis.
- Collaborate within Yale University Library, with the Office of Digital Assets and Infrastructure, and with other institutions/organizations to leverage personnel and systems to more efficiently move forward digitization efforts.

2.3 Create an optimal environment for preservation of rare materials.

- Work with facilities to provide an optimal climate-controlled environment for the Rare Book Stacks.
- Upgrade access control and alarm system to standards specified by SEI and the Lowers Associates Report.

- Reorganize Historical Staff spaces to ensure a secure workspace.
- Provide a secure reading room for viewing special collections that insures the safety of materials while in use by patrons.
- Reorganize locked stacks to provide proper shelving for materials and to allow for growth of the collection.
- Expand rare book stacks to ensure sufficient space to appropriately shelve and house the library's unique and valuable collections in a secure space.
- Repurpose sub-basement stack space to allow for expanded preservation studio and dedicated collections processing area.

2.4 Enhance processes to preserve and secure our valuable historical collections

- Work with Medical School Development to secure funding for our preservation and conservation program.
- Conduct an inventory for all special collection material.
- Insure the security of rare and valuable material by creating and implementing security processes, such as using CCTV, that control use of material by users and staff, as specified by the Lowers Report.
- Secure funds to outsource a complete rare books stacks cleaning.
- Provide training and refresher courses for all staff who handle rare materials.
- Enhance level of security provided for materials on exhibit.

3. Provide Outreach Initiatives

Objective

The Medical Library staff support the medical center community through its outreach activities. Outreach activities extend the boundaries of library services, making information accessible at point of need, including but not limited to West Campus, the VA, and wherever global initiatives, China, etc.

3.1 Increase Library presence in the curriculum

- Collaborate with faculty to promote course-integrated library instruction.
- Enhance curriculum support by providing integrated access and linking to resources via course management systems such as Blackboard or Classes*v2.
- Support distance-learning opportunities in the curriculum.

3.2 Provide a variety of teaching methods to accommodate diverse learning styles.

- Support use of new technologies in education and information retrieval.
- Offer courses at various times and places.
- Identify, support, and employ distance-learning methods in real-time and asynchronous modes.
- Provide a wide variety of online tutorials.

3.3 Create an evaluation team to systematically evaluate all library activities.

- Designate a position that coordinates a formal program of evaluation.
- Identify, target, and survey our user base periodically to learn about their needs and wants, to help us more effectively promote the library, our services and resources.

3.4 Investigate, develop, and implement new outreach services.

- Create a responsive model for librarians, meeting our users when and where they need us.
- Identify and participate in departmental or medical campus committees, where appropriate, contributing our expertise.
- Use LibGuides or similar tools to present subject-specific content and gather feedback, allowing rapid response to user needs.

3.5 Promote collections, services and resources of the Medical Library.

- Promote new tools and technologies to patrons.
- Plan marketing opportunities to promote the Library and its services.
- Create a project plan that can be used for all marketing opportunities.

4. Provide an intellectually stimulating environment that inspires creativity, productivity, communication, and collaboration

Objective

The library is an inviting, inspirational, and productive place for patrons and staff, equipped with the resources, furniture, and information technology essential for advancing learning, research, and collaboration.

4.1 Advance the library as place.

- Evaluate use of all space to ensure it is being used in the most desirable and effective manner for which it is intended.
- Gather input to identify patrons' concerns and needs for library space.
- Increase the visibility of the rare book, print and object collections, and exhibit materials from these collections frequently within the library.
- Highlight Harvey Cushing artifacts, memorabilia, and items from the Cushing Brain Tumor Registry and the Library in a newly designed interactive space on the lower level, called the *Harvey Cushing Center*.
- Attract new patrons by hosting events, lectures and talks.
- Ensure that all spaces within the library are attractive, clean and well maintained.

4.2 Provide spaces that advance communication and collaboration.

- Create additional group study and collaboration spaces by renovating the Photocopy Room into small conference rooms, and adding a seminar room in the *Harvey Cushing Center*.
- Equip all public conference rooms in the library with collaboration and presentation tools appropriate for the space.
- Reevaluate the Computer Resource Laboratory to ensure that this 24/7 accessible space is optimized to satisfy students' computing needs.

4.3 Provide relevant and current technology.

- Evaluate the quantity and configuration of computers and software in all public-computing clusters.
- Provide patrons with a variety of convenient and easy to use scanning, printing and copying options.

4.4 Provide a place for quiet study, reflection, and rest.

- Designate quiet study spaces, where the optimal environment conducive to studying is provided, including appropriate lighting and heating conditions, and comfortable seating.

5. Foster a Culture of Life-long Learning and Education for Staff

Objective

A culture of life-long learning and education is essential for staff to be successful in all aspects of their jobs and for the library to meet all of its objectives. In a culture of learning, all staff have skills and experiences that can be shared with others. To the extent possible, the attainment of learning objectives should be both clear and measurable.

5.1 Promote a Library learning plan as a tool for goal setting and achievement.

- Construct a process and timeframe to enable yearly planning based on common educational needs as identified in individual 'learning plans'.
- Develop competencies for evolving responsibilities, with recommendations for education and learning.
- Use desire for skill improvement to explore opportunities for internal cross-training.

5.2 Provide timely, relevant, and engaging education activities for all staff, planned and conducted to maximize learning.

- Schedule library classes and presentations in anticipation of staff interest, and encourage staff to seek release time to attend.
- Promote the availability of Learning Center classes for topics where we lack proficiency

- Use resources and opportunities presented by the Staff Training and Organizational Development
- Promote and increase awareness about all the education benefits the University extends to library staff, such as adult education classes, auditing courses at Yale, webinars and free workshops through NELINET and other organizations, etc.

5.3 Understand the learning preferences, concerns, and enthusiasm of our diverse staff community.

- Evaluate staff training, seminars, and educational presentations and encourage open-ended question periods and feedback.
- Provide regular technology updates to staff, using a variety of teaching and learning methods.
- Acknowledge a variety of learning styles by presenting different kinds of instructional delivery.

5.4 Improve library operations by improving staff knowledge regarding our collections and services.

- Encourage occasional department showcase seminars to highlight services and the library's collections.
- Use technology and our intranet to improve the distribution of department announcements, workflow practices, reports from conferences, and staff suggestions.