Strategic Planning 2013-2017
Goals and Objectives

1. Provide service excellence and timely access to information in the health sciences, independent of user location and mode of access.
   a. Enhance and maintain mobile access to information
      i. Maintain and update the mobile technology resource guide.
         Timeframe: Semiannually or in response to known changes/updates from vendors.
         Assessment: Link checking performed on a regular basis. Usage of mobile technology guide is tracked.
         Responsible Parties: Electronic Resources Librarian, coordinate with Web Services Librarian for the mobile website.
      ii. Work with SMTF to increase awareness of mobile resources among faculty, staff and students through regular postings to the library’s social media outlets.
         Timeframe: Semiannually or in response to known changes/updates from vendors.
         Assessment: Increased number social media postings about mobile resources
         Responsible Parties: Electronic Resources Librarian and SMTF
      iii. Solicit, receive and evaluate input from faculty, staff and students about mobile technology through e-mail, conversation, reports from liaisons and information vendors shared.
         Timeframe: Semiannually
         Assessment: Feedback is solicited at least twice per year. Results are communicated to Head of Collection Management.
         Responsible Parties: Collection Management staff
   b. Evaluate current discovery tool (Summon) and continue to improve functionality.
      i. By December 2013, move to Summon 2.0.
      ii. Starting in January 2014, examine search set-up and results to display. Look for options to improve usability and resource inclusion. Communicate changes/improvements to library staff.
         Assessment: Increased usage of Summon. Positive feedback from library staff (via internal e-mail solicitation). Positive feedback from users (as part of the annual Library Wishes survey).
         Responsible Parties: Collection Management working with Leadership
      iii. Monitor trends in the academic libraries discovery tools market via professional e-mail lists, attending conferences and webinars.
         Timeframe: Ongoing through December 2015, with annual review of new trends/products in the market.
         Assessment: Brief summary of the annual review given to Leadership.
         Responsible Parties: Collection Management working with Leadership
   c. Seek to reduce/eliminate fee barriers to HSL interlibrary loan for certain classes of Primary patrons (e.g. paid CU AMC faculty, Residents)
      i. By July 2014, select and identify user classes for consideration of reduction/elimination of fees.
ii. By October 2014, review past (12 – 18 months) volume of requests by each identified user class. Calculate revenue from requests.

iii. By February 2015, consider cost cutting measures that counteract anticipated loss of income from reduction/elimination of fees.

iv. Starting in July 2015, run a pilot (6 months – 1 year) of no billing to selected user types. Track trends, usage, volume of requests, etc.

1. By October 2015, provide a report of progress and status of the first three months of the pilot.
2. By December 2015, make a recommendation for continuing the pilot or ending it while a final report and results are provided and reviewed.

Responsible Parties: Head of Access, ILL manager and ILL LT 2

d. Propose for campus leadership’s consideration, a plan for addressing the longstanding problem of extending access to library-licensed online information resources to non-paid faculty who are engaged in advancing the various missions of the Anschutz Medical Campus.

i. Assess data from ongoing pilots enfranchising preceptors.

ii. Prepare a “business plan” for extending access that is consistent with the library’s contracts and licenses.

iii. Prepare an executive summary for presentation to Anschutz Medical Campus executive leadership.

iv. Present plan

Timeframe: Fall and early winter 2013 – with presentation of the plan/summary to campus leadership by January 2014.

Assessment: Approval of the plan by campus leadership, resulting in enhanced access to key non-paid faculty; or, alternately, a rationale for why access may not be extended at the present time. Assuming approval of the plan, the Library will work with the staff of the Office of Community-based Medical Education (OCBME) and other pilot leaders to annually assess the impact of enhanced access, focusing on the key performance indicators of: engagement in evidence-based practice, use of resources for decision support in clinical matters, and/or use of resources in support of research-oriented activities.

Responsible Parties: HSL Director, with input from the AVC for Academic Resources and Services, and HSL Department Heads.

e. In order to better meet the mission of the university and the HSL, determine if the current infrastructure technology model is meeting current and projected needs for the library.

i. By July 2015, IT staff will complete an analysis of our server and virtualization infrastructure.

1. IT staff will consider the cost to value ratio of the current model as well as those of other models.
   a. Value considerations to include DR (Disaster Recovery) and HA (High Availability)
   b. Options (expanding list): Current model, SimpliVity Omni Cube, Nutanix NX-1000 to 6000 series.
c. Include analysis of our ability to support, and depth of support, on current and proposed models.

ii. By January 2016, IT staff will produce recommendations for the future based upon these models, project budget and research findings.
   1. If support for recommended model(s) is (are) reliant on one IT member, recommend course of training and exercise to improve the depth of HSL IT support on infrastructure systems.
   
   **Assessment:** Discuss and assess all recommendations with Leadership, with a decision to be made about technology infrastructure in FY 2015-2016.

   **Responsible Parties:** Library IT

f. Assess in-library technology, computer systems and IT support practices in order to improve the user experience.

   i. With the help of user focus groups and team members from Access Services, create a list of prioritized customer needs for each computing environment, and the perceived extent to which each need is currently being met.
      1. Include any met or unmet needs pertaining to circulating devices and BYOD – Bring Your Own Device.
      2. Include analysis of various computing models for in-library AMC users including platform/OS, use of physical desktops vs. virtual desktops, as well as different options of delivering virtual desktops.
      3. In partnership with focus groups, and with input from library staff, draft recommendations for continuing to meet user needs
         a. For every recommended solution, include ease/simplicity of use as a critical factor.
         b. Weigh cost, security and management concerns against factors of ease/simplicity of use.
         c. Include an analysis library IT’s ability to support user needs given the recommendations, as well as depth of support.

   **Timeframe:** Conduct focus groups and complete research by July 2016. Produce recommendations by January 2017. Request comment on recommendations from Leadership by February 2017.

   **Assessment:** Focus groups are conducted and research is complete by July 2016. Recommendations are given to Leadership by January 2017. Leadership makes decisions by February 2017 with changes to be implement during FY 2017.

   **Responsible Parties:** Library IT, with help from other departments.

   g. To improve the online experience for our end users, improve design, usability and accessibility of library website as well as hosted interfaces that we can brand.

      i. If feasible and recommended by HSL IT’s Web Unit, move from Drupal 7 to Drupal 8 on the production library website. Train library staff on using both Drupal 7 and Drupal 8.

   **Timeframe:** During 2014, begin testing and analysis of Drupal 8. If feasible and advantageous, begin process of migration from Drupal 7 to Drupal 8 during FY 2014-2015. Also in FY 2014-2015 establish ongoing staff training on editing content on Drupal.
Assessment: In FY 2015-2016, if migrated, assess uptime, response time, quantity of library web services, and efficiency of library web services by producing a before/after white paper.

Responsible Party: Web Unit of Library IT, with help and input from other departments.

ii. By 2015, create and put into production a beta version of a multisearch tool on the HSL website that retrieves and displays results from FindIt and other sources. Collect and evaluate user feedback regarding the tool.

Timeframe: During 2014, begin needs analysis and development of a website multisearch tool. If found, consider any pre-built models of multi-search from software vendors. By 2015, implement a production version of a multisearch tool.

Assessment: Assess prototype multi-search via usability testing. Assess production version of multi-search tool using usage statistics and any informal user feedback that is received.

Responsible Parties: Web Unit of Library IT, with help and input from other departments.

iii. Recognizing that our vendor-hosted interfaces have limited customizability, perform redesigns on those interfaces and begin application of an agile, iterative development process. These resources include Serials Solutions, III, LibGuides, LibAnswers, and ILLiad.

Timeframe: During 2013-2014, begin a review of vendor-hosted HSL interfaces that give us the ability to customize. Consult the Web Working Group, library staff who use the interfaces, and end users to propose and prototype new interface designs. In FY 2014-2015, begin the inclusion of vendor-hosted interfaces with the consideration and planning for any changes to HSL branding and/or the library website look and feel.

Assessment: In FY 2015-2016 and beyond, work with individual users/groups of users to test new interface versions for usability in an ongoing, iterative process. Collect, assess, and report to Leadership any end user feedback that arrives on interface redesigns or changes that were performed.

Responsible Parties: Web Unit of Library IT, with help and input from other departments.

iv. Perform a content audit of the HSL website, and assign content to staff member authors to ensure that designated content is current and relevant to our users.

Timeframe: Complete content audit and assign staff authors during 2014.

Assessment: Produce a digest report of website edits annually beginning in 2015. Inspect website pages annually that have received no edits.

Responsible Parties: Web Unit of Library IT, with help and input from other departments.

v. As informed by current best practices in web design, include and test 1) mobile device access, 2) touch screens, and 3) accessibility as an initial goal in every web project.

Timeframe: During FY 2014 – 2015, to be done in tandem with transition to Drupal 8.
Assessment: In the whitepaper that will be created during transition to Drupal 8, include information about the inclusion and implementation of mobile, touchscreen, and accessibility functions in the HSL website design process. 

Responsible Parties: Web Unit of Library IT, with help and input from other departments.

vi. In order to achieve better ease of access for end users, as well as better security and manageability for the HSL, move to active directory authentication (AD) for access to library resources.

Timeframe: In 2014, continue meetings with OIT to investigate AD authentication with EZProxy. Test, if possible, using an EZProxy test server. Investigate and resolve questions around AD authentication and EZProxy usage statistics. Target AD migration for EZProxy by 2016 at the latest.

Assessment: Assess effectiveness of AD authentication and integration with our systems following migration.

Responsible Parties: Head of Library IT, Head of Access, with input from Leadership, support staff and end users.

h. In an effort to provide more timely access to information, work with UC Health to integrate one, or more, point-of-care information resources into Epic.

i. By September 2013, investigate the possibility of integrating point of care resources by making contacts at UC Health.

ii. By October 2013, provide a prioritized list of resources to the Epic team at UC Health.

iii. By January 2014 (or a date agreed upon with UC Health), start the implementation process for one, or more, resources.

iv. Based on input from UC Health, by June 2014 offer instruction on the point of care resource(s) integrated into Epic.

Assessment: The number of point of care tools integrated into Epic; Increased usage of integrated tools; Positive feedback from UC Health employees; If available, usage stats of point of care tools accessed via Epic.

Responsible Parties: Head of Collection Management, Head of Education & Reference and members of both departments.

2. Teach access to, retrieval of, and synthesis of information for education, clinical decision making, and research.

a. Determine curricular needs of Schools/College to meet the education mission.

i. By July 2014, connect at least one library staff member with each of the CU AMC Schools/College curriculum committees and determine schedule for participation on each committee.

ii. By December 2014, identify where health information literacy (HIL) skills are already integrated into the curriculum of each School/College.

iii. By December 2014, identify gaps where HIL could be integrated into curriculums.

iv. By June 2015, present School/College faculty with options to fill gaps.

v. Measure and report on progress quarterly.

vi. Reassess every five years.
Assessment: A list of library staff who participate on curriculum committees is created. A list of options to fill HIL curricular gaps is created.

Responsible Parties: Education & Reference staff and Liaisons

b. Assess needs of clinicians in order to improve the clinical mission of the institution.
   i. By December 2015, identify methods of assessing information needs of faculty in clinical practice.
   ii. Based on results of identification, implement an assessment of faculty in clinical practice by July 2016.
   iii. By January 2017, present options to meet identified needs. Consider if an embedded clinical librarian could fill some of the identified needs.
   iv. Continue to attend Internal Medicine report and create monthly blog posts.
   v. Continue to participate in UCH Nursing Research and EBP Council, and report on activities annually.

Responsible Parties: Education & Reference

3. Provide access to a variety of resources to meet users’ educational, clinical and research needs.
   a. Research the possibility of extending access to information resources to alumni.
      i. Options might include individual provider license negotiation or third-party aggregator service.
      ii. Develop a business plan to fund alumni access.
      Timeframe: Calendar year 2015
      Assessment: Success in providing alumni access to selected resources (or) information to share as to why this is not possible. If access is possible, devise methods to collect usage stats.
      Responsible Parties: Collection Management
   b. Increase support and development of open access (OA) resources and initiatives.
      Current OA initiatives include linking to OA journals/databases and the library’s OA Fund pilot program.
      Timeframe: Ongoing
      Assessment: Increase usage of OA journals/databases. Continuation of OA Fund pilot program.
      Responsible Parties: Yumin Jiang and Lilian Hoffecker
      i. Promote awareness of the Digital Collections of Colorado through liaison outreach, social media, special programs and word-of-mouth marketing.
      Timeframe: Quarterly, or whenever a collection of interest is added to the repository.
      Assessment: Increased usage of the digital repository. Increased number of items in the digital repository.
      Responsible Parties: Heidi Zuniga, Digital Repository Committee, SMTF
      ii. Monitor developments in OA publishing and investigate new ways to adapt to these changes that are beneficial to faculty, staff and students.
      1. Read literature, watch webinars, attending meetings/conferences
      Timeframe: Ongoing, with target of 3 – 5 webinars/conferences/meetings per year.
Assessment: Participating in webinars, conferences and or meetings. Implementation of new and innovative practices toward the library’s own OA resources.

Responsible Parties: Collection Management, Lilian Hoffecker

iii. Encourage HSL faculty and staff to deposit posters and papers they author into the DCC.

Timeframe: Ongoing.

Assessment: Library faculty and staff have deposited posters and papers into DCC.

Responsible Parties: Department Heads, All Staff

c. Due to aging hardware, review ILS options and make recommendations to Library Leadership.

i. By February 2014 define task force members. Appoint facilitator/leader.

ii. By September 2014, identify and prioritize 1) Library processing needs and usage needs of ILS and 2) user needs and usage of ILS.

iii. By January 2015, create an evaluation matrix for ILS systems according to our needs.

1. Invite vendors (or consultants) to provide demonstrations and pricing.

2. Using the matrix, compare and evaluate several competing ILS systems.

3. Determine the maximum annual spend HSL will commit to for an ILS.

4. Consider any consortial opportunities which may arise for ILS. If there is promise, estimate when those may become available. Estimate costs in staff time, user impact and cost for such a solution.

iv. By January 2015, evaluate existing costs of doing business on the current III product. Include future upkeep/maintenance of costs for staying with III.

v. By January 2015, consider direct and indirect costs/time of migration to other systems vs. staying with III over 5 years. Include estimate of staff time involved in each scenario. Build buy-in and consensus with library staff.

vi. By September 2015, make recommendations to Leadership. The recommendations should:

1. Summarize the meetings, methods, communication processes and activities of the task force.

2. Summarize feedback received from library staff during the process.

3. Answer any questions concerning affordability, performance and value.

4. Provide clear recommendations on a course of action.

5. At the option of the task force, also outline a “Plan B” or second option.

vii. By October 2015, propose and promote the task force recommendations to all library staff.

viii. By January 2016, Leadership will make a decision.

Responsible Parties: ILS task force and Leadership

d. Experiment with options to traditional purchasing of resources.

i. Continue to use the patron-driven acquisitions model to expand access to e-book packages.

Timeframe: Examine and possibly add 1 – 2 more packages in 2014 and future years.
Assessment: Access to more resources with no significant increase to the collections budget. Demonstrate value by calculating the return-on-investment (ROI) index.

Responsible Parties: Collection Management

ii. Experiment with pay-per-view, article tokens, and other “just-in-time” options for journal articles.

Timeframe: In 2014, examine options for at least one journal package. Plan to adopt for at least one journal package by the end of 2015 if options are viable.

Assessment: Access to more resources with no significant increase to the collections budget. Calculate budget savings of switching from annual subs to “just-in-time” options.

Responsible Parties: Collection Management

e. Assess and update the Reference Collection to ensure it is relevant to user and staff needs.

i. By April 2014, review print reference collection and recommend what to withdraw, what to keep, what to update, and what to move to the circulating collection.

Assessment: Project completed on time.


ii. By December 2014, create an online ready reference collection based on feedback from Ask Us team and Desk staff.

1. Plan created for keeping online resources updated and links regularly checked.

2. Plan created for sharing resources with users.

Assessment: Project completed on time and feedback from library staff gathered and applied to resources.

Responsible Parties: Volunteer Christine Newton, Education & Reference department, input from Access and Collection Management

f. Continually assess the collection to meet user needs.

i. Evaluate items suggested by users via Suggestion Form, Wishes survey, and ILL/Prospector requests.

Timeframe: Ongoing. Complete evaluation and decision by the end of every fiscal year.

Assessment: New resources added to the collection. Increase user interaction and user understanding of the library’s collection development process.

Responsible Parties: Collection Management

ii. Assess the collection via benchmarking against peer academic health sciences libraries.

Timeframe: Two full years (2015 – 2017)

Assessment: New resources added to the collection. Summary of comparisons with peer libraries in selected subject areas. Professionally disseminate findings.

Responsible Parties: Collection Management, with input from subject liaisons and committees for endowed collections.

g. Continue to develop the Digital Collections of Colorado as an information resource.
i. Inventory items in Special Collections that are not cataloged. Consider items for possible digitization, especially items reflecting medical history of the Schools, State or the region.

**Timeframe:** Examine and propose items for digitization in 2014. Develop digitization projects by December 2015. Continue to add items in 2016 and beyond.

**Assessment:** Successful addition of selected items and themed collections, to the digital repository.

**Responsible Parties:** Collection Management, Digital Repository Committee

ii. Collaborate with Departments or Schools on this campus or sister CU campuses to identify digitization projects supporting curricular, research or administrative needs.

**Timeframe:** In 2015, start contacting Department chairs or Schools to discuss possibilities. Evaluate progress by December 2015.

**Assessment:** Success in building connection with Departments or Schools on campus. Addition of new collections to the DCC.

**Responsible Parties:** Digital Repository Committee, Collection Management, Liaisons

iii. Seek outside funding to support digitization efforts.

**Timeframe:** By the December 2015, apply for at least one grant or related funding to support digitization projects.

**Assessment:** Grant applications submitted by deadlines.

**Responsible Parties:** Digital Repository Committee, Collection Management

h. Clarify the nature of the Library’s and the University’s relationship with the evolving University of Colorado Health system. Articulate appropriate service options for UC Health support in light of that relationship.

i. Work with CU System, Anschutz Medical Campus and UC Health, Legal and Fiduciary leadership to clarify and describe the nature of the relationship.

ii. Based on that clarification, negotiate new service opportunities and reframe/adjust the Library’s current fee-for-service contract with UC Hospital Authority to accommodate the new relationship.

iii. Work with Anschutz Medical Campus and UC Health Legal & Fiduciary leadership to finalize and approve a new UC Health contract.

**Timeframe:** Six months from present (Oct 2013); Issue must be resolved in time for contract renewal, typically in March/April 2014.

**Assessment:** In-place, updated and signed (by all parties) fee-for service contract for FY’15.

**Responsible Parties:** HSL Director, with input from the AVC for Academic Resources and Services, CU Denver | AMC Legal Affairs and Office of the Controller; UCHealth Legal Affairs.

i. Proactively identify and respond to inquiries regarding fee-for-service contract opportunities and, when feasible, advance those that enhance the goals and objectives of the Campus and University and align appropriately with the Library’s mission, vision and values.
Work with CU System, Anschutz Medical Campus and CU Denver Legal and Fiduciary leadership to clarify and describe the nature of the potential fee-for-service relationship.

Based on that clarification, negotiate new fee-for-service contracts, as appropriate, working with Anschutz Medical Campus and CU Legal and Fiduciary leadership and the contracting party.

**Timeframe:** Ongoing

**Assessment:** In-place, updated and signed (by all parties) free-for-service contracts.

**Responsible Parties:** HSL Director, with input from the AVC for Academic Resources and Services, CU Denver | AMC Legal Affairs and Office of the Controller.

#### 4. Create a workplace that develops staff, provides a flexible work space, exhibits effective communication, and supports succession planning opportunities.

- **a.** Explore options for flexible work schedules for employees as a means to provide a supportive work environment.
  - Library Leadership will investigate options available for flexible work schedules on the AMC during the fall of 2013 and into early 2014.
  - By March 2014, Library Leadership will discuss the results of their investigation.
  - By June 2014, Library Leadership will report back to all library staff either at an All Staff Meeting or via Department Heads.

- **b.** Examine job classifications and descriptions for classified staff to see if positions can be reclassified in a way that would allow for continued advancement and opportunities.
  - By July 2014 Library Administration will work with HR to explore options for moving Library Technician (LT), and possibly other classified job titles, to different classifications.
  - If options are discovered, Library Administration will create a process to address reclassification by December 2014.

- **c.** Examine use of student workers to ensure appropriate staffing within the library.
  - By October 31, 2013 Library Administration and Access Services will agree on an annual budget for student workers.
  - By December 31, 2013 Library Administration will follow up with Access Services staff on how the budget for student workers is going. This follow up will happen every three months (March, June, September, December).
  - By June 30, 2014 or earlier, Access Services will begin to discuss options for having student workers close the library Sunday – Thursday evenings. A report will be made to Leadership by December 31, 2014 or earlier.

- **d.** Library Leadership will work with library staff to examine the topic of communications with the library.
  - By October 15 2013, Library Administration will administer a survey to all library staff in an effort to gauge how well staff believe they are receiving work-related information.
  - By December 31, 2013, Library Administration will share the survey results with all library staff.
iii. Based on the survey results, by March 2014 Library Administration will propose action steps to improve communication within the library.

e. Library Leadership will review possible staff transitions and vacancies quarterly.
   i. As part of this discussion, Leadership will discuss potential options for the short-term and long-term that would ensure continuing library operations.
   ii. Library Leadership will hold “capacity discussions” twice a year. A summary will be presented at All Staff meetings.

f. Library Administration will support professional development and training for library staff to the extent possible given funding and operational considerations.
   i. By July 15 of every year, Library Administration will request professional development and training requests from all library staff. Responses from Library Administration will be communicated back to staff by August 31.
   ii. Starting in 2014, the Staff Development Committee (SDC) will solicit input from library staff at least once every year on topics for staff development/training sessions. The SDC will evaluate staff input and use it to inform decision making around which development/training sessions to make available.

5. Create a marketing process that keeps users informed of library resources and services.
   a. Investigate if social media tools can be used to develop meaningful relationships and connections with our users.
      i. Create a Social Media Task Force (SMTF) by September 2013.
      ii. From October – December 2013, the SMTF will gather information about what social media tools our users use. They will create a content calendar, post content using a variety of social media tools, and use analytics to measure engagement of our users.
      iii. The SMTF will present a report to Library Leadership in January 2014.
      iv. Based on pilot outcomes, the SMTF will:
         1. Recommend specific activities to investigate, maintain, improve or discontinue as the SMTF evolves and adapts to the rapidly-changing social media landscape.
         2. Provide an estimate of weekly hours necessary to build on pilot results and outcomes.

   b. Increase awareness of CU AMC employees and students that interlibrary loan and document delivery services are available from the library.
         1. Messaging would be used in flyers, handouts and email/web-based communications.
         2. Include in this goal consideration of Strategic Goal 1.c. – Reduce/eliminate ILL fee barriers.
      ii. By August 2014 and for the Fall 2014 term, plan and implement an ongoing calendar for generating advertising to CU AMC employees about ILL services. Begin implementation in September 2014.
iv. From January – July 2016, develop a survey (or other means) to gauge campus awareness of ILL services.

Responsible Parties: ILL manager, ILL LT 2, ILL process team as needed, with support from Head of Access.

6. Review the use of library space for innovative opportunities to enhance user satisfaction.
   a. Prepare a comprehensive but flexible and adaptable plan (aka “White Paper”) for reimagining space use in the Library, factoring in the needs and interest of key stakeholders in balance with funding priorities and the current and projected future mission of the Library.
      i. By March 2014, form a task force to work closely with Library Administration to solicit key performance indicators related to current and anticipated future space use in the Library.
      ii. During Spring 2014, the task force will use focus group conversations, peer institution assessments, and the analysis of on-hand best evidence (ex. “Three Wishes” input) to identify options and opportunities.
      iii. By September 2014, the task force will present a report of findings and recommendations to Library Leadership
      iv. By January 2015, Administration will prepare a development plan for advancing top space use priorities.
   b. In an effort to improve customer satisfaction, investigate options for 24/7 access to the building for select user groups.
      i. By July 2014, Library Leadership will:
         1. Define “opened”, “closed”, and “accessible” states of library access.
         2. Define eligible user groups for after-hours building access.
      ii. Through August and September 2014, the Head of Access will:
         1. Define time periods and annual calendar of ID-badge accessibility outside of regular library hours.
         2. Hold planning and issue conversations with Campus Police, Facilities, and other relevant campus stakeholders.
         3. Based on results of investigations, Access Services will run a pilot starting in October 2014 (or) Leadership reports to users and stakeholders why after-hours building access is not feasible.
         4. If a pilot is run, Head of Access will report results by January 2016 after a one year pilot.

7. Perform a comprehensive user needs assessment to determine areas of strength and weakness in services, resources, and/or operations. The results will be used to inform continuous improvement priorities over the coming years.
   a. Identify the most appropriate needs assessment instrument; most likely to be the ARL LibQual+Lite due to the tool’s established validity, recognition in the community of practice, and ability to aggregate and compare data with other libraries that have used the instrument.
   b. Identify and secure the most appropriate, cost-effective and efficient means for administration (may include outsourcing or securing temporary administrative support).
c. Empanel a work team to oversee the execution of the instrument, including expertise from within and outside the library (e.g. OIRE).

d. Work team will administer the instrument.

e. Work team will work with Library Leadership to prepare a report, including an executive summary and suggest next steps.

f. Present findings to stakeholders, including users as well as campus and University executive leadership.

Timeframe: For entire initiative, complete all steps by December 31, 2014.

Assessment: All steps will be completed by December 31, 2014.

Responsible Parties: HSL Director and Admin staff, with input from the AVC for Academic Resources and Services, OIRE and HSL Department Heads.

8. In an effort to improve the research mission of the university, enhance biomedical informatics support and support to researchers.

   a. Make connections with CCTSI in order to connect with researchers.

      i. Build relationship with CCTSI in order to identify the library’s role in assisting CCTSI teams with literature searches, PubMed compliance, the Profiles database, altmetrics, and other needs.

      Assessment: By June 2015, a list of CCTSI contacts, their areas of expertise, and how to reach them will be created. By December 2015 a report to will be made to Leadership about activities with Navigators.

      Responsible Parties: Education and Reference

   b. Assess needs of PRAs and Post Docs in order to better support their work.

      i. By July 2015, determine the best method(s) for communicating with PRAs and Post Docs.

      ii. By December 2015, assess HIL skills and needs of these groups. Consider working with OIRE to do this assessment.

      iii. Based on results of assessment, present options to increase HIL skills of PRAs and Post Docs by March 2016.

      Assessment: List of options for increasing HIL skills for PRAs and Post Docs will be created.

      Responsible Parties: Education & Reference.

   c. Explore further support of COMIRB

      i. By April 2014, learn about what review panels do and the time commitment for participating on a COMIRB review panel.

      ii. By December 2014, explore participation in COMIRB review panels.

      iii. By June 2015, report on value of library participation on COMIRB panels or other participation with COMIRB.

      Assessment: Report on value of library participation is completed and shared with Leadership.

      Responsible Parties: Education & Reference let by Ben Harnke and Lilian Hoffecker

   d. Pursue funding for NIH Admin Supplement for Informationist.

      i. By August 2014, reach out to eligible PIs to query their need for an Informationist.

      ii. By November 2014, select at least one researcher to partner with.
iii. By March 2015, prepare an update for Library Leadership about status of work with selected researcher.

iv. By July 2015, hold a “de-briefing” session to elicit pros/cons of working with researcher. Based on de-briefing, decide if library wants to pursue applying for Informationist Admin Supplement in late 2014 (if awards are made available)

Assessment: Items above completed by dates.

Responsible Parties: Initially Leadership, eventually with assistance from select librarians.

e. Investigate library’s role in support of data management needs.

i. By Dec 2014, meet with CREW (CRU?), the team planning the data repository on the AMC campus.

ii. By June 2015, explore what role other Health Sciences Libraries are playing related to data management by gathering reports via AAHSL and Medlib to determine benchmarks. Consider applying for the MLA Kronick grant.

iii. By December 2015, identify what role the library can play and what fits the needs of the AMC.

1. Determine what capacity the library may need in terms of staff skill sets to meet future roles.

Assessment: Time frames set above for objectives are met on time.

Responsible Parties: Library Leadership – specifically the Deputy Director, Head of IT and Head of Education and Reference.

9. Review and implement options to improve the management and delivery of information services

a. Review Ask Us staffing with the goal of removing all librarians from regular coverage so that their capacity for others tasks is increased.

i. Review Ask Us staffing to determine if appropriately staffed and scheduled.

ii. Continue working with LIS students to provide Ask Us services.

iii. Determine if increasing the number of staff outside of Edu/Ref who can cover Ask Us is necessary.

iv. Determine if need exists to extend hours of coverage into evenings and weekends.


Assessment: No librarians regularly staffing Ask Us by December 2014.

Responsible Parties: Education & Reference staff with Leadership.

b. Increase availability of Consultations/Office Hours for librarians.

i. Explore ways to increase availability of librarians for consultations and office hours.

ii. Increase marketing of consultations service

Timeframe: By June 2015

Assessment: Barriers identified and addressed. Librarians have more availability for consultations and office hours than they do in October 2013.

Responsible Party: Education and Reference

c. Review the Liaison program to determine if it is meeting needs, if changes need to be made, or if the service should be discontinued.

i. By July 2014, complete a SWOT analysis of the current liaison program.
ii. By August 2014, review Mission, Goals and Objectives of liaisons.
iii. By October 2014, submit report to Leadership identifying strengths, weaknesses, and recommendations related to the Liaison program.

Assessment: Items completed by dates above.
Responsible Parties: John Jones, with a committee if needed.

d. Investigate embedded librarians as an option to improve delivery of information services.
  i. By September 2015, study examples of embedded librarians from other HSLs.
  ii. By December 2015, discuss how these examples might fit into our institution.
  iii. By July 2016, explore feasibility of embedding librarians at AMC.

Assessment: Above deadlines met.
Responsible Parties: Education & Reference

e. Determine how to fill vacancies created by impending retirements in Education & Reference.
  i. Assess vacancy and create a position description by May 2014. Begin recruitment shortly thereafter.

Assessment: Job descriptions and successful recruitment of new department team members by September 2015, based on assessment of vacancies.
Responsible Parties: Lisa Traditi, with assistance from Education & Reference and Leadership.

10. Engage collaboratively with key stakeholders to advance the Campus’ mission of community outreach
   a. Participate as a member of the Community-Campus Partnership with the Director serving on the Partnership Authority Board. Specific activities to be determined by the Authority.
   Timeframe: Effort launched in 2013, ongoing at least until Fall 2016.
   Assessment: The Authority has established norms for participation. Library engagement will be benchmarked against norms and ongoing membership will depend on active participation. Key performance indicators will be number of activities sponsored by the Authority and in which the Library participates, and number of initiatives the Library is explicitly asked in which to engage.
   Responsible Parties: Library Administration and select Departments and staff.
   b. Continue to support the ongoing outreach and engagement mission of the National Network of Libraries of Medicine by holding a Resource Library sub-contract with the National Library of Medicine/University of Utah, and hosting the Health Information Literacy Coordinator.
   Timeframe: Ongoing in conjunction with the NN/LM sub-contract; present contract extends to April 30, 2016.
   Assessment: The NN/LM uses a logic model with explicit goals and targets. Success will be determine by compliance with the logic model’s goals as assessed by the contract holder (Regional Medical Library leadership at University of Utah).
   Responsible Parties: Health Information Literacy Coordinator Dana Abbey, Library Administration, select library departments and individual staff.
c. Through the Library’s Exhibits Committee, continue to host exhibits and events with campus and community-based arts and civic entities.
   **Timeframe:** Ongoing. The Exhibits Committee sponsors between five to ten exhibits and/or events a year.
   **Assessment:** Attendance by campus and community members at the Library’s exhibits and events. Profiling of the Library’s exhibits and events in campus media.
   **Responsible Parties:** Library’s Exhibits Committee, Library Administration

d. Continue to support Campus pathway/pipeline programs in partnership with the AMC Office of Inclusion and Engagement and the Office of Associate Vice Chancellor for Diversity and Inclusion
   **Timeframe:** Ongoing
   **Assessment:** Results from health information literacy instruction assessments. Invitations to participate from “diversity & inclusion” partners. Ability to recruit students to work at the Library through their participation in pathway/pipeline programs.
   **Responsible Parties:** Tina Moser, Ben Harnke, members of the Teaching Team, Library Administration