



Strategic Plan 2011-2016
Revised November 2012
Reviewed and Updated July 2014

Mission

Connecting Duke to biomedical knowledge networks.

Vision

The vision of Duke Medical Center Library & Archives is to encourage inquiry and discovery through the delivery of biomedical knowledge by:

- Improving access at the point of need,
- Evaluating and promoting high quality e-resources,
- Collecting, preserving, and providing access to Duke's records and history,
- Teaching life-long information and evidence-based practice competencies,
- Encouraging collaboration within the global community,
- Fostering technological innovation, and
- Supporting the mission, priorities, and signature initiatives of Duke Medicine.

Values

In attaining its vision and goals, the Medical Center Library will maintain the following values:

- Embody excellent customer-service skills and attitudes in all interactions with the public and each other.
- Embrace diversity of Library staff and patrons.
- Foster a positive work environment that values teamwork, respect, creativity and good humor.
- Ensure integrity, accountability, and open communication in all that we do.
- Encourage internal and external collaboration and cooperation.
- Uphold professional standards and ethics.

Revised December 07, 2011

Strategic Themes – Review and Update July 2014

The Library Council reviewed and augmented the strategic themes in July 2014. During planning in 2011, the strategic plan was developed to cover a five-year span until 2016, but due to other strategic planning efforts in the Duke Medicine environment the plan was shortened to 2014 to see how those plans would impact the Library & Archives.

Since the 2012 to 2014 plan would expire in December, the Council reviewed the plan to determine if another major planning effort would be needed or if the extant plan was still relevant to and aligned with institutional priorities. The Council discussed the achievement of goals under these themes and identified numerous on-going initiatives that would continue for 2 or more years. Also, with major changes in leadership – the chancellor and many new department chairs – the Council considered the possibility that priorities may change and a new strategic planning process may begin within Duke Medicine over the next year.

The Council identified a few new initiatives impacting the extant plan and added them as updates, but determined the main body of the plan was still sound and reflected the types of issues and activities the Library & Archives would focus on over the next two years. Per usual practice, specific goals will be created for an 18 to 24 month period.

These strategic themes have been extended through December 2016. A new strategic planning process needs to begin no later than late spring 2016 to develop new objectives and priorities for 2017 to at least 2019.

Information Access

The Medical Center Library & Archives will provide ubiquitous and easy access to the relevant information needed to support discovery, learning, and knowledge generation.

- Enhance the Website to make it more dynamic, useful, and easier to navigate. done
- Improve and expand remote access for distance education learners and others in off-campus locations.
- Deliver more information digitally via various formats and platforms.
- Assess and understand user behaviors to develop flexible and responsive services and help vendors improve product interfaces.
- Capitalize on internal and external product capabilities to offer integrated user interfaces.
- Evaluate resources to ensure collection is aligned with strategic clinical and biomedical research priorities.

Clinical Care Integration

The Medical Center Library & Archives strives to improve patient care by integrating highly relevant knowledge resources and services at the point of need.

- Supporting evidence-based practice through educational programs for clinicians and students, and the selection of high quality evidence-based resources. ongoing
- Conducting literature searches for systematic reviews and practice guidelines.
 - **Update:** Support research focusing on care redesign, EBM 2.0, and high-value cost-conscious care and other performance improvement initiatives.
- Working to integrate the best and more relevant decision-support tools and other knowledge resources into the patient care setting.
- Facilitating easy access to knowledge resources by increasing electronic access to collections and streamlining pathways from question to answer.
- Advancing patient safety and patient care improvement activities by supporting magnet status and the development of nursing clinical practice guidelines.

Research Enterprise Partnerships

The Medical Center Library & Archives will assess the information needs of the research community, from beginning researchers to experienced experts, address those needs through services and resources, and make itself an indispensable partner within the research community.

- Develop training programs for information and data management, advising researchers on how to keep current in their fields, manage their professional literature, and follow trends in data management.
- Support systematic reviews and other complex information needs through expert searching and related services.
- Propose Library integration into grant funded initiatives and other centers, such as DTMI/CTSA, EPC, AHRQ, and IGSP.
- Improve and expand research materials, acquiring access to cutting-edge resources and back files that reflect Duke Medical priorities and programs of distinction.
- Contribute to initiatives establishing metrics and profiles for faculty research efforts.
- Make institutional archival records discoverable for qualified administrative and scholarly research.

Education and Training for Lifelong Learning

The Medical Center Library & Archives will partner with faculty, clinicians, and students to build excellent information management and research skills for academic success, professional practice, and lifelong learning.

- Proactively seek opportunities to teach and deliver educational services to Duke Medicine.
- Develop innovative and flexible strategies to meet learners at their level and time of need.
- Refine our own teaching skills and methods to create engaging and relevant learning experiences.
- Leverage opportunities presented by the new Learning Center to expand the role of the library within the School of Medicine.
- Partner with the History of Medicine Collections and others across campus to support the integration of historical materials into the Duke curricula.
- Support and become integrated into the Duke Academy for Health Professions Education and Academic Development (Duke AHEAD).

- Develop impact studies regarding the level of services, resources, and staff, needed to support new educational programs.

Global and Special Initiatives

The Medical Center Library & Archives will support Duke's core missions of patient care, biomedical research and education by bringing its expertise and skills to collaborative and global partnerships, and signature and special initiatives.

- Provide consultation and advice, and share resources developed by Duke with Duke/NUS students, faculty and librarians.
- Create and implement specific plans for resources and services that address emerging priorities and new initiatives.
 - **Update:** Collaborate with main campus on services and resources needed to support the Duke-Kunshan University.
- Increase awareness of and access to resources and services available to the Duke community working in global sites.

Updated July 2014

Whom We Serve: Library Clientele

Primary Clientele

- Duke Medicine including Duke University Hospital and Clinics
- Duke University Health System (see note below)*
- School of Nursing
- School of Medicine
- All residents, staff, and students within these entities, both globally and locally
- Officially appointed preceptors who provide formal clinical experiences for learners in off-campus locations

The needs of primary users drive the Medical Center Library & Archives (MCL&A) collection development decisions. They receive access to all our resources and services. We provide them with instruction and guidance within the Library and in off-site locations. We will design or tailor services for these patrons. We seek their suggestions and feedback on how to change or improve our services and resources.

*Members of the extended Duke University Health System are also part of the primary clientele. However, since additional funding has not been provided for staff or resources to support all health system entities, the Library may not be able to fully respond to their requests for special materials or for services that demand a lot of staff time.

Duke-affiliated Clientele

Because Duke, Duke Medicine and the Medical Center Library & Archives are active members of the larger community beyond the University boundaries, a number of other groups are served by the MCL&A.

- Duke University (non-Duke Medicine) faculty, staff, and students
- Duke patients and their family members
- Triangle Research Library Network (TRLN – UNC-CH, NCSU, NCCU) students, staff, and faculty
- Global health partner sites
- Watts School of Nursing

Clientele in this category usually have another primary library that serves their information needs, such as a general or specialized academic library, corporate library or public library.

These users benefit from resources and services provided to our primary clientele, but they may have more limited access to our resources and services. The level of access may vary between the different groups. Limits may be set on the time devoted to providing services to secondary users. They may be referred to their primary library or other resources designed to serve their needs. Usually, this clientele must come to the MCL&A facilities to use its resources or services. They have less influence on our collection development decisions, but their needs may be

considered in relation to the larger University, TRLN, or library community. MCL&A works collaboratively with other Duke and non-Duke libraries to meet their information needs.

General Public

- Duke alumni who do not fall within any of the above categories
- Health professionals in the RTP and Durham County areas
- Groups with special affiliations or agreements with MCL, such as UHMS members
- Other libraries, which rely on our collection
- Health care consumers or others needing health information
- Other health professionals in North Carolina (not in RTP or Durham County)
- General public
- Students outside TRLN

The above groups are considered the “general public” and receive only basic services when visiting the library. They do not influence collection development. Some special handouts may be created to assist these users in locating information. The Library works collaboratively with other Duke departments and libraries in providing access to quality health information.

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