

Duke University Medical Center Library & Archives Strategic Plan 2017-2021

Introduction

Duke Health is a large and complex environment with high quality and dynamic education, patient care, and research initiatives. The Medical Center Library & Archives (MCL&A) is responsible for ensuring that the biomedical information needs of this community are anticipated and met. MCL&A also recognizes that the multidisciplinary and inter-professional nature of the work within Duke University's programs also requires access to a broad array of information and tools. MCL&A is committed to developing goals and strategies that align with and proactively respond to institutional priorities that anticipate initiatives within the Duke biomedical community.

Mission:

Biomedical information for inquiry, discovery, and innovation.

Vision:

The Medical Center Library & Archives will further inquiry, discovery, and innovation through:

- Biomedical information integrated into the users' clinical, research, and learning environments
- Innovative services that address the challenges and opportunities within Duke Health
- Educational programs that build life-long knowledge management and evidence-based practice skills
- Archival and preservation services that capture the institution's knowledge, history, and prominence
- Knowledgeable, progressive, and responsive staff that delivers essential services and resources
- Collaborative spaces for shared expertise, learning, and discovery

Values

These are the values that we demonstrate in all we do, how we work, and with whom we work, internally and externally:

- Collaboration
- Diversity
- Innovation
- Integrity
- Openness
- Positive attitude
- Professional ethics
- Respect
- Service

Strategic Priorities

MCL&A will pursue the following strategic priorities to fulfill its mission and vision and address the biomedical programs and initiatives within Duke Health and Duke University.

Biomedical information integrated into the users' clinical, research, and learning environments

- Implement technology to improve search capabilities, discovery, and usability of biomedical information for all users.
- Explore innovative methods for pushing and delivering content and services to the Duke Health community in all locations.
- Evaluate and implement alternate approaches to purchasing, licensing, and sharing content across Duke and the Triangle Research Library Network.

Innovative services that address the challenges and opportunities within Duke Health

- Offer services to support the publication life-cycle from inquiry to the dissemination of knowledge.
- Develop complementary data services in collaboration with institutional data and research initiatives.
- Pilot data visualization services for Duke Health faculty, students and staff.
- Lead efforts in using alternative and traditional metrics to assess departmental and faculty achievements and contributions to society.
- Promote wide dissemination of Duke's intellectual output through open and public access, repositories, library-based publishing, and other novel approaches.
- Raise awareness of our value and how our resources, services, and expertise improve learning, teaching, research, and clinical care.

Educational programs that build life-long knowledge management and evidence-based practice skills

- Expand training opportunities in evidence-based practice in collaboration with other expertise within Duke Health.
- Teach life-long learning and research skills that increase efficiency, productivity, and success.

- Integrate information competencies across the health professions' curricula.
- Investigate and implement innovative and validated educational methodologies.

Archival and preservation services that capture the institution's knowledge, history, and prominence

- Forge strong relationships to ensure that key documents and Duke Health history is captured and preserved within Medical Center Archives.
- Capture, preserve, and provide access to digital and Web-based content produced by Duke Health.
- Promote locally-produced content and archival materials to the Duke Health community.

Knowledgeable, progressive, and responsive staff that delivers essential services and resources

- Evaluate existing staff skills in relation to the unmet needs of Duke Health and develop strategies for growing or hiring those skill sets.
- Implement a long-range staffing plan that reflects the need for specific skills and funding.

Collaborative spaces for shared expertise, learning, and discovery

- Create flexible, technology-enabled spaces that promote inter-professional collaboration within the Duke Health community.
- Brand virtual and physical spaces to create a cohesive sense of services, resources, and staff expertise.
- Develop spaces that encourage and support the exploration of new technologies and innovations.

Our Strategic Planning Process

When approaching strategic planning, MCL&A has to consider many diverse missions, programs and users. Over the past year and a half, we have been scanning the environment to identify new developments, technologies, trends, and pressures that we and the Duke Health community may face over the coming three to five years. We have monitored the redesign and delivery of healthcare, new ideas and innovations within health professions education, and changes and challenges within the

research environment. We have also reflected upon the latest thinking about the future of libraries, librarians, information science, and informatics offered by leaders within these fields.

MCL&A also believes in building upon our strong base of resources, services, and expertise when addressing the expanding programs and projects within Duke Health. To start that process, we began by meeting with all our library and archives staff to identify gaps and unmet needs that they perceived within the biomedical community. We also generated ideas for future directions based on environmental scans.

MCL&A is most successful when it is aligned with the priorities and information needs of Duke Health faculty, learners, and staff. We used several methods for ensuring that we understood our community needs and expectations. We reviewed results from surveys conducted by us and other groups to identify where there might be gaps or the need for fresh approaches and services. We explored the challenges and obstacles beyond the scope of traditional library services by interviewing department chairs, vice deans, and other administrators. Liaison librarians also conducted focus groups with faculty and learners to determine what was needed in the future for curricular revisions as well as student and faculty success. The thematic analysis of the data gathered generated ideas for leveraging and extending services and expertise.

Being part of a larger university, MCL&A reflected on the strategic initiatives identified by our schools, hospitals and health system. Starting with the University's strategic planning framework, we identified priorities that resonated with our early discussions. The plan developed by the chancellor's office more clearly laid out the future areas of emphasis for Duke Health and its various components. The Health System, University Hospital, School of Medicine, and School of Nursing plans further delineated the focus areas for clinical care, education, and research. The key points of each plan were reviewed, summarized, and shared with the staff as the planning discussions continued.

The strategic plans of our library colleagues at Duke were also part of the MCL&A conversation. Our staff reviewed the initial documents prepared by the Duke University Libraries System. We also attended discussions on main campus regarding the future of library services and resources as well as trends in academic libraries. Like the other Duke strategic plans, we reviewed, summarized, and considered the final strategic priorities as part of our planning process.

All MCL&A staff members were involved in looking at the future over two planning retreats. The first retreat refined and confirmed MCL&A's mission, vision, and values, and began to lay out future goals and activities. The second retreat, held several months later, brought together the university strategic plans, discussions with users, and the ideas initially generated by our staff. Those concepts were further distilled into specific actionable strategies to pursue over the next three to five years. To ensure that the plan was cohesive, each strategic priority was linked to a component of the vision statement.

This new strategic plan will enable MCL&A to continue and expand our current areas of excellence, while pursuing innovation, providing value to, and fulfilling the emerging needs of Duke Health.