

University of Massachusetts Medical School

Lamar Soutter Library

LSL: A Legacy of Service and Learning

Strategic Plan 2006-2009

April 2006

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Executive Summary

This strategic plan is the culmination of the work of the Lamar Soutter Library (LSL) staff over the past year. A series of all staff retreats and strategic planning team meetings led to the formation of the goals and objectives outlined in the plan. The plan is organized around six major programmatic areas: seamless service; organic library; partnerships and collaborations; collections and resources; education and marketing. Accomplishing the goals and objectives specified for each of these will become the focus of future library endeavors for the next four years (2006-2009).

This planning process also resulted in the development and articulation of a library mission statement, vision, values, and primary clientele statement. All these along with the library's slogan, LSL: A Legacy of Service and Learning, form the foundation upon which the rest of the plan was developed.

The plan is ambitious. The LSL staff are committed to accomplishing the many projects and services outlined in the plan. By doing so, the library will actively support the medical school's mission of service, national distinction and excellence in education and research.

Planning Process

2005 Feb - July	Management Team Researched Strategic Planning Process. Preliminary meetings with planning consultant Maureen Sullivan.
2005 August 5	All staff retreat led by Maureen Sullivan.
	Management Team summarized the retreat outcomes and distributed to all staff.
	Management Team created draft team charges.
2005 August 10	Management Team met with Maureen Sullivan to finalize charges, identify Team Champions, and address the change process and methods of evaluation.
	Team charges were distributed to staff and all staff members were invited to apply for team membership.
	Team membership was finalized.
2005 September 9	Teams are launched at a half day retreat with Maureen Sullivan. Any questions about the charges were clarified.
2005 November 22	Teams presented draft reports and received feedback at a half day retreat.
2005 December 23	Teams submitted final reports.
2006 January	Management Team and supervisors prepared draft strategic plan.
	Teams reviewed changes made to their sections.
2006 February 7	All staff retreat to present entire draft report.
2006 February	Teams reviewed feedback from retreat
2006 March	Management Team and supervisors prepared final strategic plan
2006 April	Final plan presented to staff
2006 May	New Teams Formed

Mission Statements

University of Massachusetts System:

The University's mission is to provide an affordable and accessible education of high quality and to conduct programs of research and public service that advance knowledge and improve the lives of the people of the Commonwealth, the nation, and the world.

University of Massachusetts Medical School:

The mission of the University of Massachusetts Medical School (UMMS) is to serve the people of the Commonwealth through national distinction in health sciences education, research, public service and clinical care.

Lamar Soutter Library:

The mission of the Lamar Soutter Library is to lead in the innovative development and delivery of information resources, services, technology and cultural enrichment that foster the goals of excellence of the UMass Medical School and the entire UMass System.

Lamar Soutter Library primary clientele

- UMMS Students (Medical, GSBS, GSN), Faculty and Staff
- UMass Memorial Health Care Faculty and Staff

The library's motto *LSL: A Legacy of Service and Learning* was adopted in 2005 to capture the essence of our mission.

Our Vision

We aspire to be a health sciences library of national distinction.

We are committed to:

- Working collaboratively within UMass and beyond.
- Becoming integral to the success of UMass Worcester and its clinical partners.
- Providing superior health information resources to our clientele.
- Fostering the concept of the “deep generalist” in staff and collections.
- Embracing technology as a tool.
- Furthering the development of the Library as a place for people to interact.

Our Values

- **Service:** The library staff provides the best possible services, technologies and collections to all clients and each other in a timely, accurate and complete manner.
- **Culture:** The library values an environment of excellence, learning, collaboration, respect, and the open exchange of ideas. We value our creativity, innovation, strategic thinking, and thoughtful action.
- **Teamwork:** The library staff values working together as a team and in teams, recognizing the interdependency across library departments.
- **Staff:** The library values a diverse, knowledgeable, and flexible workforce. The library is committed to supporting the efforts of staff to achieve their highest potential for service and innovation.
- **Leadership:** The library values our unique ability to influence the institution's information/knowledge management, technology and preservation initiatives. The library values taking a leadership role in advancing health sciences librarianship.
- **Ethics:** The library values adherence to the highest professional and state ethical standards.

Seamless Service

Seamless service balances Attitude, Process, and Technique (APT) in overcoming and/or removing barriers -- physical, virtual, functional (departmental), procedural, and political, etc. The end result is an environment that encourages partnerships, cooperation, and teamwork and promotes smooth, continuous service for our patrons.

Goal 1: *Promote a commitment to customer/person-centered service by all library staff long term.*

Objectives	Year
1. Develop continuous mechanisms/ <i>coordination</i> to assess our patrons' needs/wants and to identify assessment tools/methods.	2007
2. Encourage issues and ideas to be identified to promote seamless service (Attitude, Process, and Technique - APT)	2008
3. Incorporate regular training and sharing into staff meetings.	2006

Goal 2: *Overcome departmental barriers within the library that limit service to our patrons*

Objectives	Year
1. Plan/Implement a single service point that incorporates access service and reference service functions.	2006/08
2. Share knowledge among library departments through integrated documentation in order to understand the best department to provide service.	2008
3. Establish a central repository of current and archived library-wide policies and procedures.	2009

Goal 3: *Collaborate within the University to improve and integrate services*

Objectives	Year
1. Be on "everybody's list." Identify contact points within UMMS to ensure that the library is included in the "flow of information."	2007
2. Implement e-reserves.	2007
3. Pursue a full time copyright position.	2008
4. Advocate for a single ID/barcode that works for all University services (library, cafeteria, parking, Copico, etc.).	2009
5. Encourage modes of communication in addition to the library liaison program with academic departments to better serve their needs.	2008/09
6. Advocate and work with IS to improve network printing procedures at public workstations.	2006/07
7. Evaluate and update proxy services/access.	2009

Goal 4: *Make accessibility of resources (physical and virtual) as seamless as possible*

Objectives	Year
1. Conduct continuous review of web resources (homepage, OPAC, etc.)	2006/08
2. Investigate a "buy vs. borrowing" policy in Interlibrary Borrowing.	2008
3. Review models for Interlibrary Borrowing charges to our patrons	2009
4. Improve library signage, finding tools, and directional tools.	2006/07
5. Provide a method for institutional wide directional information	2007
6. After hour services in school and clinical system (change machine, access to	2007

- building, access to library)
- 7. Implement new website design. 2006

Goal 5: Move forward with the “library as place” idea by fostering the library as a center of activity on campus

Objectives	Year
1. Assess the needs of the primary clientele in terms of “place” by conducting focus groups, surveys, or other information gathering techniques.	2009
2. Reevaluate our existing space post renovation.	2008/09
a. Collections	
b. Group Study	
c. Copy Center	
d. Food	
e. Carrels	
f. Computer Center/Information Commons	
g. Archives	
h. Staff workspace	
3. Work to establish the library as a cultural center on campus	2006/07
a. Art in the library	
b. Performances	
c. Book signings	

Organic

This section addresses the needs of staff.

“Organic” was defined as *ever changing, alive, effective, productive, adaptable, interdependent*, and the idea was to promote these values at the LSL, acknowledge the interdependence of functions and services, explore opportunities for staff development, and to promote the healthy side of work, since “happy people make good workers.”

Goal 1: To improve intra- and cross-departmental communication so that all library departments can operate interdependently to improve the quality, quantity, and speed of information provided internally.

Objectives	Year
1. Communicate to all staff new products and services at the LSL.	2006
2. Invite each department to report on activities at staff meetings and encourage volunteers from all staffing levels within departments to participate.	2006
3. Explore and implement opportunities to share expertise across departments such as short term assignments for a particular task or project.	2007/08
4. Provide new ways for staff to provide input on new and/or old services, policies, procedures and how they can be improved.	2006

Goal 2: Create/Provide opportunities for staff development and career development pathways.

Objectives	Year
1. Institute programs/policies that allow individuals to develop a career path within the library and with local/national certifications and degrees i.e. AHIP, MLS, Mass Library Association Para-Librarian Recognition Program, etc.	2008/09
2. Institute programs/policies for staff development opportunities within the library.	2008/09
3. Promote opportunities for staff to participate in workplace learning activities outside the library i.e. HR, CMRLS, Nelinet, MLA, BLC.	2006

Goal 3: Proactively and continually identify the needs of our stakeholders and develop our skills and resources to meet those needs.

Objectives	Year
1. Develop an outreach program to administrative services.	2008
2. Identify and describe our stakeholders: the populations, schools, departments, organizations, communities, etc.	2008
3. Describe our stakeholders in terms of interests, production and where they focus their energies in terms that reflect service and information needs. Look at: publications, grants, research interests, research/educational programs, web sites of departments, professional competencies promoted, and administrative announcements (e.g. Lazare’s report).	2008
4. Collect and organize the information in a database which can be mined to identify skills, knowledge, services and resources to add value to the library’s role.	2009
5. Summarize this information yearly and report to the library staff to review our position in the medical community we are serving.	2009
6. Identify the gaps in staff skills and knowledge and develop training programs to meet those needs.	2009

Goal 4: To foster a culture of excellence, learning, and collaboration in the LSL.

Objectives	Year
1. Research biomedical libraries that provide specialized learning opportunities (such as the EBM program at Vanderbilt). Study the feasibility of implementing such programs at LSL.	2007
2. Recognize employees who, while maintaining standards in their current positions, develop new specialized skills that are needed by the library. Also recognize those who continue to excel in their current positions.	2008
3. Create pool of interested staff members who wish to be cross-trained in order to occasionally lend a hand in other areas where staffing levels are low.	2008
4. Pursue staffing models that support ongoing organizational development.	2008

Goal 5: To systematically identify, monitor, evaluate and share trends in libraries and technology for possible implementation at LSL.

Objectives	Year
1. Develop an ongoing systematic approach to monitoring advances and innovations in library and non-library areas (such as online retail, search systems, etc) and scan the environment for any information or development that may have an impact on LSL or from which LSL may benefit.	2008
2. Monitor the activities and developments of our aspirant\peer libraries	2008
3. Monitor clinical and school plans and activities (such as PDA requirement or Lazare's reports)	2007
4. Encourage participation in a diverse array of consortia and professional associations (SLA, ASIS, etc.)	2007
5. Provide staff training as a result of the scan and monitoring	2008/09

Goal 6: To attract and retain a diverse work force.

Objectives	Year
1. Monitor trends in the general population and in the library workforce.	2008
2. Develop a mentoring program for interested new employees.	2009
3. Enrich positions by allowing job shadowing, cross-training, and career development options.	2009
4. Offer cultural competencies classes/awareness and advertise and encourage attendance at DEOO classes.	2006
5. Develop a minority internship program	2009

Partnerships & Collaboration

Collaboration in this context is viewed as partnering with outside organizations and with internal departments (in areas outside the curriculum) with the goal of providing new services and resources for our primary clientele as well as increased use of existing services and resources. Future efforts will consider the work of the previous outreach team

(<http://library.umassmed.edu/intranet2/secure/outreach03.pdf>).

Goal 1: Foster an environment within the Lamar Soutter Library conducive to collaboration.

Objectives	Year
1. Establish a system to continually identify collaboration opportunities, ensuring that collaboration is an ongoing process.	2007
2. Identify a mechanism to regularly assess the strengths and weaknesses of the LSL organization and staff members in the area of collaborations and partnerships (e.g. Skills/Interest database that is updated on a regular basis).	2007
3. Explore ways library staff can actively participate in collaborative efforts.	2008
4. Identify ways librarians can be provided the time to explore and implement new projects (e.g. Google 70/20/10).	2008
5. Develop a framework which enables interested staff to submit a project proposal and present to management for funding. Move from ideas to reality.	2007

Goal 2: Increase the visibility of the Lamar Soutter Library's collaboration and partnership initiatives.

Objectives	Year
1. Document current LSL collaborative efforts, identifying willing partners from the past. Examine the possibilities for further developing these relationships as well as using them as models for future endeavors.	2007
2. Develop and implement an effective means for communicating the Library's desire to build partnerships with groups – both those who are part of the UMMS community and the greater public.	2008
3. Invite current and potential partners to sessions hosted by the library to explore opportunities for collaboration (e.g. brainstorming, educational, food, etc.).	2008
4. Identify groups beyond our primary clientele for potential outreach projects (e.g. Tufts and providing outreach to Asian community in Central/Western MA; coordinating disaster planning—bioterrorism, public health, etc.).	2009

Goal 3: Implement a multi-faceted approach to managing outreach projects throughout their lifecycle (conception, implementation, evaluation, maintenance, retirement)

Objectives	Year
1. Provide education and training opportunities for LSL staff on project management skills.	2006
2. Establish a system to evaluate the feasibility of proposed outreach ideas—is it worth the organizational effort to find funding and resources to implement a specific project.	2007
3. Determine best outreach practices through evaluation and assessment of past and future outreach projects.	2007
4. Identify and commit resources for operationalizing successful projects, start to finish.	2007

Goal 4: Use technology as a catalyst for promoting collaboration with primary clientele.

Objectives	Year
1. Work with our partners to match their unique content with appropriate and innovative technology solutions (e.g. podcasts, web sites, institutional repositories, image archives, etc.).	2007
2. Liaison with IS to assist primary clientele in implementing projects with an information technology component. Serve as the go-between between IS and other Department(s) (e.g. host Web sites, etc.).	2007
3. Explore collaborative opportunities to integrate, manage and provide access to academic and clinical data within the UMass Worcester and its clinical partners (e.g. items born digital, knowledge management, informatics, etc.).	2008
4. Investigate whether LSL can play a greater role in assisting hospital libraries in the state and region through the use of technology (e.g. ILLiad and MAHSLIN—partner with MAHSLIN to setup an ILLiad server and provide training as an alternative to QuickDoc.).	2008

Goal 5: Take the lead role throughout UMMS in actively preparing and promoting the idea of applying for a National Library of Medicine Integrated Advanced Information Management Systems (IAIMS) grant.

Objectives	Year
1. Obtain and read previously submitted successful grant applications from other institutions.	2008
2. Evaluate how the mission of the University fits with the IAIMS program.	2008
3. Evaluate the institutions readiness and suggest ways to prepare the institution.	2008
4. Obtain the support of key leaders	2009
5. Identify the key milestones in the application process.	2009
6. Develop a realistic timetable.	2009

Collections & Resources

Library collections and resources are viewed in a broad sense: print, non-print, data sets, electronic resources, and types of materials the library may or may not presently own. The perception and meaning of collections and resources will vary with time and place and may be in a constant state of change. These resources need to be selected, provided, organized, and managed.

Goal 1: *Ensure the value of the LSL collections to primary clientele.*

Objectives	Year
1. Measure value by conducting surveys or focus groups to assess collections and their role in accreditation or improved education and student learning, in order to link collections and resources to specific institutional programs and goals.	2007
2. Develop collection development subject expertise in priority areas of UMMS and UMMHC in order to link faculty, researchers, and students to appropriate collections.	2007

Goal 2: *Continuously engage clientele in dialogue about the collection needs.*

Objectives	Year
1. Institute a formal, standardized liaison program in which library staff would establish relationships with UMMS and UMMHC departments.	2008
2. Explore having a liaison to the Office of Medical Education, GSN, and GSBS so that the LSL will be more involved in the curriculum and in touch with the needs of all students.	2008
3. Assign collection development responsibilities to liaisons, under the coordination of the Collection Development Librarian.	2009
4. Ensure that liaisons have the information and skills needed to successfully promote and market library collections and services.	2009
5. Continuously monitor changes in the Umass community and develop a mechanism for staff to bring collection related issues back to the collection development librarian.	2009

Goal 3: *Establish rationale/criteria for making choices about the collection, including print vs. electronic, special collections and archives.*

Objectives	Year
1. Develop a comprehensive list of factors to review when considering collection decisions.	2007
2. Coordinated ongoing analysis of collection usage data.	2007
3. Finalize LSL's draft Collection Development Policy document and post it on the library website.	2006
4. Create LSL history/archives collection development policy.	2006
5. Better utilize reporting tools for weeding the collection, i.e. Access reports with circulation data.	2007
6. Use OCLC WorldCat Collection Analysis to evaluate our collection and compare it to others, including individual libraries and other regional resource libraries.	2007
7. Demonstrate outcomes for past and future collection investments of money and space.	2009
8. Pursue a full time collection development librarian position.	2007
9. Produce a written report examining the advantages/disadvantages of maintaining a print / electronic collection to be updated regularly.	2008

Goal 4: Determine the role we want regionally in terms of collection access.

Objectives	Year
1. Engage other resource libraries, consortia, and Regional Medical Libraries in a dialogue about cooperative collection development.	2007
2. Support collaborative efforts of academic and research libraries to create preservation archives of print and electronic scholarly journals. Encourage our consortial partners to participate. Follow progress in this area by NLM, etc.	2007
3. Take a leadership role in consortial purchasing agreements. Investigate whether new consortia are needed.	2009
4. Continue to participate in & promote regional activities that expand collection access for our patrons.	2007
5. Determine how the LSL, as a Regional Medical Library, can better support the resource acquisition needs of community hospital librarians.	2009
6. Investigate being a library of last resort.	2008

Goal 5: Lead efforts to improve access to UMMS institutional research and history.

Objectives	Year
1. Identify and survey institutional history holdings.	2007
2. Continue work to develop UMMS Archives.	2007
3. Build a digital repository for UMMS that can organize and manage dissertations, images, datasets, and other scholarly and archival materials.	2006
4. Foster new models in scholarly communications and continue to raise awareness about open access.	2008
5. Develop copyright expertise, increase copyright awareness on campus, and determine how best the library can meet campus needs.	2008
6. Pursue appropriate archives staffing	2007/08

Goal 6: Assess existing special collections

Objectives	Year
1. Define a special collection.	2007
2. Evaluate value, need and purpose of each special collection.	2008
3. Identify criteria to start and maintain a special collection and incorporate criteria into main collection development policy.	2008

Goal 7: Utilize new technologies to improve access, leverage our investment, and manage resources.

Objectives	Year
1. Explore federated searching technology (a technology that lets users search across databases from different vendors by using common search standards). Possible benefits include unifying access to a variety of resources and increasing visibility of resources.	2008
2. Explore RFID technology (a technology used for item identification, tracking, and management). It allows for patron self-checkout and better shelf management, inventory control, and interlibrary loan tracking.	2009
3. Maintain regular updates to the subject and name terminology used in the Voyager catalog. A number of vendors provide this service, which is called "authority control." Benefits include more effective searching and improved access because headings are consistent, unique, and linked to related headings via cross references.	2007

- 4. Investigate ERM (electronic resources management) systems or other solutions with special attention to ILL permissions. Such a system might help us manage and track the selection, acquisition, and licensing of electronic resources, many of which are purchased from aggregators and through consortial agreements. 2007

Goal 8: *Develop a comprehensive disaster preparedness plan for the LSL, and take a lead role in the development of a regional plan for New England health sciences collections.*

Objectives	Year
1. Complete the disaster preparedness plan for the LSL, getting input and buy-in from necessary UMass departments such as Facilities, EBS, Public Safety, and Environmental Health and Safety.	2007
2. Pursue expanding the role of the LSL in the development of a formal UMass Worcester wide disaster plan.	2008
3. Work with the Regional Medical Library to investigate and develop an area wide disaster preparedness plan. This may include public and academic libraries or health sciences libraries only.	2007

Education

Education is defined as fostering and facilitating learning and competency through skilled pedagogy. The role of the Library is to support the curricula and to help develop the proficiencies of our patrons in retrieving and evaluating scientific and biomedical literature and in understanding the technological informatics skills they need in their professions.

Goal 1: Assess best practices for integration of information literacy offerings into the UMass Worcester course curriculum.

Objectives	Year
1. Be poised to respond to upcoming curriculum changes.	2006
2. Perform an evaluation of current library class offerings and how they meet the UMass Worcester and AAMC medical education competencies as well as similar documents relating to graduate medical, biomedical, and nursing education in order to develop strategies.	2007
3. Compare best practices from the literature to present educational offerings.	2007
4. Identify gaps between stated competencies and current library course offerings.	2008
5. Make recommendations for new classes and innovative approaches to better meet the needs of our students.	2008

Goal 2: Develop deeper relationships with UMMS, GSBS and GSN faculty to lay the groundwork to integrate the Library into the school and hospital medical education programs.

Objectives	Year
1. Expand and enhance the library liaison program (possibly combined with a library circuit program and/or a personal librarian program).	2008
2. Develop a system to encourage the professional Librarian to partner with faculty members to engage in faculty pursuits such as committee work, publication, etc.	2008
3. Apply for faculty status (adjunct appointment) for professional librarians engaged in teaching and UMMS research initiatives.	2009
4. Identify practices from peer librarians at other institutions who have successfully implemented educational programs.	2007
5. Work with Faculty Administration, Instructional Technology, Human Resources, etc... to develop and expand faculty workshop sessions to foster relationships with faculty.	2007

Goal 3: Foster new relationships with students in order to enhance their learning experience.

Objectives	Year
1. Work with students to identify their needs.	2007
2. Offer new sessions to meet those needs (i.e. ESL, writing, grant writing etc.)	2008
3. Establish desired outcomes and evaluate results of new offerings.	2008

Goal 4: Demonstrate the value/role of the librarian in education.

Objectives	Year
1. Perform and publish research to demonstrate that library instruction has a direct impact on educational outcomes.	2008

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|--|------|
| 2. Align our educational offerings to the UMMS defined competencies. | 2007 |
| 3. Document results for LCME and other accreditation bodies. | 2009 |
| 4. Publicize the Library's educational successes. | 2008 |

Goal 5: *Expand current library course offerings to meet needs outside of the curricula.*

<i>Objectives</i>	<i>Year</i>
1. Re-examine peer libraries to identify further possible course offerings to implement at the Lamar Soutter Library.	2007
2. Measure informational educational needs of our faculty, staff and students.	2007
3. Investigate providing for-credit courses designed and taught by library staff (e.g., Medical Informatics).	2008
4. Explore non-traditional methods of instruction such as on-line classes, off-site/satellite classes or the incorporation of gaming techniques.	2008
5. Create a "Library Grand Rounds" program that would offer informatics-based presentations for all UMMS/UMMHC faculty and staff. Offer CME (Continuing Medical Education) and CEU (Continuing Educational Unit) credit for licensed attendees.	2008

Goal 6: *Determine the additional skills and professional development needs required by Librarians in order to identify, create, design, and implement effective curriculum-based educational programs.*

<i>Objectives</i>	<i>Year</i>
1. Research best practices and Evidence-Based pedagogical techniques and incorporate them into classes.	2007
2. Encourage and support continuing education activities that will enhance librarian teaching skills and relevant subject knowledge.	2007
3. Develop in-house mentoring for the further enhancement of librarian presentation and knowledge proficiencies.	2008

Marketing & Promotion

Marketing is defined as understanding and managing our relationships with library patrons, school administration and our clinical partners. Through marketing we want to understand the needs of our customers, promote library services and resources, and build lasting relationships by providing superior value.

Goal 1: *Provide the library with the training and staff to effectively market and promote its services and resources*

Objectives	Year
1. Provide education and training opportunities for LSL staff on marketing and promotion skills.	2006
2. Commit the time and resources required to develop and implement a marketing plan	2008
3. Pursue a full time marketing position.	2008

Goal 2: *Increase use of library by raising awareness of library resources and services through promotion*

Objectives	Year
1. Develop consistent look and feel within the portfolio of LSL promotional materials	2009
2. Develop and implement a branding strategy to increase visibility and recognition	2009

Goal 3: *Establish the library as an essential partner, embedded in the processes of the organization in order to support the outcomes that affect the bottom line of our primary cliental*

Objectives	Year
1. Perform an Environmental Survey as a tool for identifying the internal needs (LSL, UMMS, UMMHC, etc.) and external trends in libraries and health care.	2007/08

Seamless Service Team

Members

Robert Vander Hart (Chair), Jane Fama (Champion), Dorothy Barr, Matt Clark, John Hemenway, Marianne Siener, Fran Williams

Charge

The charge to the Seamless Service Team is to identify what it will take to make the library's services seamless to its primary clientele. In other words: What is seamless service? A definition of seamless service should form the basis of the goals: referrals without hitches; patron-directed; staff-directed; in-person; electronic; personalized service, etc. These types of services may become the goals. The team should consider multiple approaches for providing seamless service: the several possible ways to provide electronic, in-person, single service desk, personalization, one-stop shopping, etc. that would ensure improved, convenient, easy to use library services. These become the multiple objectives attached to specific goals. The team should create goals and objectives that ensure quality and consistent service that is seamless (doesn't require patrons to jump through lots of hoops to get what they need). An example of a goal (the what) may be: 1. To propose customer service standards. An example of an objective (the how) related to this goal might be: 1. Survey other health sciences libraries to determine their customer service standards.

Organic Library/Staff Team

Members

Kerry Mayotte (Chair), James Comes (Champion), Donna Berryman, Cecile Bianco, Bobbie Brooke, June Gasperski, Nancy Peterson

Charge

Organic is defined as interdependent, alive, interconnected, and ever changing or evolving. The organic library staff thinks holistically about information problems.

The organic library acknowledges the interdependence of library departments and the need for library staff in all areas to be moving in the same direction. However, the environment we work in today will not be the same tomorrow, next month or in three years.

This team is asked to reflect on the future of the library, i.e. how our primary clientele will be using the library; how external forces will affect the library, and relate these issues to staff development. The team should answer the questions: How does the LSL provide a continuous, shared learning environment for all staff? How do we promote a holistic philosophy where we recognize that what affects one department affects everyone?

An example of a goal is: To develop staff in all areas of the library who can respond to the information needs of the primary clientele of the library of the future.

An example of an objective is: To develop a list of core competencies. This includes identifying skills and attitudes. It does not include knowing how to do the specifics of a job. For example, a core competency may be "ability to learn," not "know how to check out books."

Collaboration/Partnerships Team

Members

Penny Glassman (Chair), Mary Piorun (Champion), Deb Dulmaine-Coonan, Sally Gore, Nancy Harger

Charge

The team will investigate opportunities for the Lamar Soutter Library to partner with outside organizations and with internal departments (in areas outside the curriculum) with the goal of providing new services and resources for our primary clientele as well as increased use of existing services and resources. The team will:

1. **Identify potential partners and potential projects.** Possible partners include but are not limited to, consortia, school administration, researchers, other UMass campuses, and other area schools. An example of a goal may be: To leverage library services and resources to support department initiatives at UMass Medical School and at UMass Memorial. An example of an objective is: To develop a plan for identifying initiatives and keeping up-to-date on what's going on in the school and the hospital.
2. **Investigate how we might initiate collaboration.** The team may want to explore goals and objectives surrounding these questions: Is there an art to forming collaborative efforts? What are LSL's strengths for partnering? What are LSL's weaknesses? What are the benefits to LSL? What are the benefits to the partner? How can the library communicate its partnership opportunities and its willingness to partner?

The team may want to address expanded staff roles and training needed to facilitate library collaboration.

Resources/Collections for the Future Team

Members

Lisa Palmer (Chair), Elaine Martin (Champion), Janet Dadoly, Mark Goldstein, Paul Julian, Jeff Long

Charge

The team is charged with developing a collection assessment plan that includes goals and objectives for selecting, providing, organizing and managing the best resources and collections that meet the needs of the LSL's primary clientele for research, education and patient care. Collections and resources include multiple formats, all print and nonprint collections/resources, data sets, computer files, and types of materials the library may or may not presently own. The perception and meaning of collections and resources will vary with time, place and may be in a constant state of change, e.g. vendor databases. The team may want to review past and present philosophy and methods applied to acquiring and managing the collections and resources in the LSL with a focus on the future and demonstrate the value of library collections and subject expertise to the research, education and patient care programmatic outcomes of the UMMS. An example of a goal: To ensure the value of the LSL collections to primary clientele. Objective: Measure value by conducting surveys or focus groups to assess collections and their role in accreditation or improved education and student learning. Another objective might be to develop subject expertise in priority areas of UMMS and UMMHC in order to link faculty, researchers and students to appropriate collections.

Changes within the library, the medical school, and/or the information industry may offer opportunities and create challenges with risks and benefits. e.g. Google databases. The plan should present goals and objectives that will enable the LSL to test assumptions, e.g. defining the future role of our print collections, defining the role of clientele vs. approval plan for making selection choices, and evaluating collection/resource use and relate the value to UMMS accreditation requirements or educational

competencies. The report should include recommendations on the changing role of staff and the training needed to accomplish the goals.

Education Team

Members

Len Levin (Chair), Barbara Ingrassia (Champion), Dorothy Barr, Cecile Bianco, Michelle Eberle, Judy Nordberg

Charge

The Education team will identify/suggest new, innovative ways the LSL can broaden and define its roles in the formal education of students in all of the UMMS schools. The focus is on imbedding the LSL in the curriculum. The team answers the question: What can the LSL do to provide educational programs/services necessary for enhancing teaching and learning of medical students, GSBS students, GSN students and residents? An example of a goal may be: To partner with faculty to enhance course objectives. An example of an objective: Identify willing faculty to work with librarians in reviewing their syllabus to suggest supplementary resources or opportunities for library instruction. The team should also include in its report a discussion of new roles for librarians and associated training necessary to accomplish the goals.