

Designing our Future

Lamar Soutter Library

2018-2020

Mission

The Lamar Soutter Library is a cornerstone of the University of Massachusetts Medical School and University of Massachusetts Memorial Health Care systems. The library is an essential partner exercising creative leadership to provide equitable service to all in teaching, learning, and accessing information in support of education, research, and healthcare.

In March 2015, the library began the journey of developing a new strategic plan. Throughout 2015, the library staff participated in journal readings, retreats, and in creating and writing the next strategic plan. The result, Lamar Soutter Library's Purposeful Pathway 2016-2020, was distributed in January 2016, along with an Individual Purposeful Pathway template for staff to use to integrate their work and professional development goals into the library's Purposeful Pathway. The plan is now entering its third year and with many transitions occurring in the library between 2016-2017, it was time to focus on the next three years. The LSL Management, Supervisors, and Staff worked through the summer and fall of 2017 to revise and create the Purposeful Pathway Strategic Action Plan 2018-2020. The Action Plan identifies key goals and initiatives that the library will pursue in the next three years.

The Lamar Soutter Library is dedicated to aligning its strategic initiatives to those of the UMMS/UMMHC communities. The library is mindful of diversity and inclusion issues and is dedicated to infusing diversity and inclusion throughout its ongoing activities, work, and future initiatives; and will continue to work with the Diversity and Inclusion Office (DIO) in order to realize these goals.

The library is also keenly aware of the necessity of promoting its mission, values, and services to the UMMS/UMMHC community, and will strive to develop and implement a unified message and communication plan to communicate our value to the community.

Collections <i>(Operational Definition: The information and material, in any format that LSL provides to users)</i>	
Aspirational Statement	Responding to our unique user and institutional needs, the library leverages its resources and expertise to maximize excellence in collection development. The library invests in and provides education and leadership in the creation, discoverability, and preservation of health science information at each stage of the scholarly communications lifecycle.
Purposeful Pathway	<ul style="list-style-type: none"> • Selectively develop resources to provide materials for UMMS/UMMHC and the surrounding community's health information and educational needs. <ul style="list-style-type: none"> ○ Establish an ongoing and informed process for evaluating, acquiring, use, and withdrawal of library materials. ○ Develop best practices and frameworks for creating open educational content. ○ Contribute unique library created content ○ Responsibly preserve institutional investments in purchased and unique content

Action Plan

<i>Establish an ongoing and informed process for evaluating, acquiring, use, and withdrawal of library materials.</i>		
	Review and update collection development policy (all collections)	
Year 2	Review and document collections workflow (print, electronic, gifts, lost items, licensing), evaluation and discovery of resources	Electronic Resource and Discovery (ERD) Team
Year 1 (Completed)	Shelf read print book collection	Access Services
Year 1- Year 2	Conduct holdings inventory of print journal collection	Access Services
Year 2	Develop and document workflow for evaluation of the electronic journal, book, database collections (usage, overlap, cost, renewals, licensing, return on investment, etc.)	Electronic Resource and Discovery (ERD) Team
<i>Develop best practices and frameworks for creating open access/educational content.</i>		
	Evaluation of open access/self-deposit workflow	
Year 2	Document lessons learned/best practices for developing open access/educational content to inform future projects	ECS/RCS, Penny
<i>Contribute unique library created content.</i>		
	Assess current library created content; inventory locations and methods of delivery (video, tutorials, etc.).	
	Expand formats of library publishing practices (video, tutorials, etc.)	
<i>Responsibly preserve institutional investments in purchased and unique content.</i>		
	Assessment and review of digital preservation plan (archives, IR)	
Year 1 (Complete) Year	Assess needs and make recommendations to the Library Management Team regarding the software platform for the institutional repository and publishing system. Part 1 complete, next phase to investigate alternatives and possible UMass system platform agreement	RSC Task Force (resumes 1/24/19)

Year 2	Develop a strategy for reaching out to the UMMS faculty, researchers, and administrators regarding transfer of their institutional work and memories to the archives	RSC Kris & Sally
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Service <i>(Operational Definition: Services that the library provides to help patrons with their information needs)</i>	
Aspirational Statement	Resources and staff are responsively adaptive to changing needs in order to provide an efficient, in-depth, and indispensable suite of services that impact long-term behavior of our constituent's behavior to improve long-term health outcomes.
Purposeful Pathway	<ul style="list-style-type: none"> • Identify and implement a range of emerging and innovative services in alignment with the needs of users and the unique health care environment <ul style="list-style-type: none"> ○ Assess, evaluate, and document impact of library services and accompanying policies ○ Encourage and support entrepreneurial thinking and service initiatives that enhance new and existing services • Solidify the "Library as Place" within the institution <ul style="list-style-type: none"> ○ Provide cultural events ○ Preserve and promote institutional history ○ Provide an environment conducive to learning and discovery

Action Plan

<i>Assess, evaluate, and document impact of library services and accompanying policies</i>		
Year 1	Provide staff training on assessment and evaluation of library services	
	Systematically assess and evaluate current service models by engaging the user community (department-based projects)	
Year 1 (Complete)	Assess and evaluate current technology plan and develop a new three-year plan for staff and patron services	Technology Initiatives (see Electronic Resource & Discovery Team, p. 2)
Year 2	Incorporate stories/examples of institutional impact into library publications and presentations to demonstrate value as well as the annual report, website, etc.	
<i>Communicate and market/promote library mission, values, and services</i>		
Year 2	Perform a SWOT or SOAR analysis to identify target groups and their needs (3)	All Staff/ Marketing
Year 2	Develop a unified message to communicate our value to the institution (1)	All Staff/ Marketing
Year 2	Develop a communication plan (2) <ul style="list-style-type: none"> • Identify appropriate modes of communication • Develop a visual identity • Develop implementation plan 	All Staff/ Marketing
<i>Encourage and support entrepreneurial thinking and service initiatives that enhance new and existing services</i>		
Year 2 - Year 3	Provide a forum for recommendations to improve and or change library services (staff and institution-wide internal and external) (EXCITE driven – April Boot Camp)	TBD
Ongoing	Provide support needed to implement changes or new services	
<i>Provide cultural events</i>		

<i>Preserve and promote institutional history</i>		
Year 2	Evaluation of archives preservation plan and identify future physical space and electronic storage requirements	RSC
Year 2	Develop an outreach program to promote archival holdings and services locally and nationally	RSC
<i>Provide an environment conducive to learning and discovery</i>		
Year 1- Year 2	Review usage and access (print, electronic and physical) policies (Report)	Access Services Administration
Ongoing	Identify areas for improvement in library space (including satellite libraries) to maximize user experience	Administration
Year 1 (Complete)	Evaluate how the library conducts cultural events, awareness campaigns, collections promotion, etc.	Team
Ongoing	Engage with the Humanities in Medicine Committee to promote Humanities in medical education; Humanities Lab	Regina Raboin
Ongoing	Provide physical/virtual space for the display of student capstone projects	Admin
Ongoing	Form new partnerships across the institution to bring cultural events to the library	Admin

Community <i>(Operational Definition: Users outside those of the traditional UMMS/UMMHC patron groups)</i>	
Aspirational Statement	The library cultivates mutually beneficial partnerships, collections, and services in support of health literacy, education, and the diverse information needs of the local, national and global communities beyond UMMS/UMMHC to support informed decision making and patient-centered health care in a welcoming and inclusive environment.
Purposeful Pathway	<ul style="list-style-type: none"> • Align community outreach practices and activities with the UMMS/UMMHC mission and goals by building collaborative partnerships to understand the health information needs of diverse populations and communities <ul style="list-style-type: none"> ○ Engage in outreach through teaching consumer health and health literacy to local, state, regional, and national audiences ○ Global - Collaborate with the Office of Global Health to offer information science expertise to their outreach initiatives

Action Plan

<i>Engage in outreach through teaching consumer health and health literacy to local, state, regional, and national audiences</i>		
Ongoing	Identify and apply for grants that will support outreach efforts	All
Year 1-2	Identify new community-based partnerships to create and deliver new health literacy tools (HIV/AIDS grant)	Penny & Catherine
	Utilize latest delivery technologies to provide consumer health information (video, blog, twitter, apps etc.)	
Year 1 (Completed)	Promote and educate on the use of graphic medicine as a health literacy delivery tool	Operational
<i>Global - Collaborate with the Office of Global Health to offer information science expertise to their outreach initiatives</i>		
	Explore submitting an MLA Hinari/Research4Life Grant	
Ongoing	Outreach to new Liberia grant	Sally & Tess

Institutional Culture & Partnerships <i>(Operational Definition: Library's place in the institution we serve - UMMS/UMMHC)</i>	
Aspirational Statement	The library is recognized and pursued as an essential partner within the institution in the realization of common goals, resulting in wider use of library services and recognition of library contributions.
Purposeful Pathway	<ul style="list-style-type: none"> • The library is an influential and critical component of institutional culture, instilling the library values of trust, innovation, expertise, and information access. <ul style="list-style-type: none"> ○ Develop a culture for using evidenced-based information for decision making ○ Communicate and market/promote library mission, values, and services <ul style="list-style-type: none"> ▪ Library is seen as valuable to all UMMS/UMMHC constituencies ▪ Increase awareness of library's contributions to institutional mission and goals • Library builds a group of powerful champions <ul style="list-style-type: none"> ○ Nurture existing and identify new partnerships/relationships for new or future collaborations

Action Plan

<i>Develop a culture for using evidenced-based information for decision making</i>		
Ongoing	Internally, provide the training and tools necessary to incorporate evidence-based assessment and evaluation into decision making processes (Statistics Team, Data Dashboard, SensSource, etc.)	
Ongoing	Externally, bring evidence-based data to administrative, education, and clinical committees, teams, and task forces to aid in policy and budget decisions. (Using internal data to inform external outreach; see above)	
<i>Communicate and market/promote library mission, values, and services (See also Service)</i>		
Year 2	Perform a SWOT or SOAR analysis to identify target groups and their needs	
Year 2	Develop a unified message to communicate our value to the institution	
Year 2	Develop a communication plan <ul style="list-style-type: none"> • Identify appropriate modes of communication • Develop a visual identity • Develop implementation plan 	
<i>Nurture existing and identify new partnerships/relationships for new or future collaborations</i>		
Ongoing	Identify and pursue new internal and external partnerships/collaborations (example 1 per quarter) specifically: <ul style="list-style-type: none"> • Baystate (Education) • Li Weibo Institute for Rare Diseases Research (RCS) • Health Policy Center • HIV Clinic at Memorial 	All

Staff <i>(Operational Definition: Internal, operational, personal, skills of staff within the library)</i>	
Aspirational Statement	The library strategically invests in the emerging skills and expertise necessary to meet the UMMS/UMMHC mission and goals. Library leadership promotes professional agility, diversity, education, mentorship, and professional development opportunities.
Purposeful Pathway	<ul style="list-style-type: none"> • Align staff resources (training and educational opportunities, selection of consultants, hiring of new staff, budgeting, etc.) to support the identified areas of focus: <ul style="list-style-type: none"> ○ Research: integration and support of researchers and the promotion and preservation of scholarly outcomes ○ Clinical care: incorporation of evidence-based decision making at the point of care ○ Education: provide support through tools, collections, and programming for all UMMS/UMMHC students and library users ○ Operational excellence: review, evaluation, and streamlining of processed based services ○ Institutional knowledge and culture ○ Health policy ○ Community engagement • Staff develop an individual plan for professional development based on stage of career, areas of interest and expertise, and library initiatives

Action Plan

Align staff resources (training and educational opportunities, selection of consultants, hiring of new staff, budgeting, etc.) to support the identified areas of focus		
Year 1 (Completed)	Departmental level assessment of future staff and training needs	Supervisors
Year 1 – Year 2	Identify emerging areas in which in-house training will benefit staff and inform future initiatives (Assess inaugural program)	Supervisors & Administration
Year 2	Evaluate current internal learning opportunities (morning report, journal club, conference reporting, lib-lib, intranet etc.) and identify areas for improvement/expansion	Sally, Jessica & Penny
On hold	Assess and evaluate the library fellowship program	Supervisors

Education <i>(Operational Definition: Using our expertise to support the formal UMMS/UMMHC health science curriculum)</i>	
Aspirational Statement	The library provides expertise in developing new and innovative services and educational resources that are incorporated into curricula and research initiatives.
Purposeful Pathway	<ul style="list-style-type: none"> • Provide universal access to health science inter-professional educational expertise and curriculum materials. <ul style="list-style-type: none"> ○ Develop best practices and frameworks for creating open educational content. ○ Contribute unique library created content ○ Lead in the development of UMMS/UMMHC center for teaching and learning in LSL. ○ Integration of information science curricula across all three schools and the clinical education program. • Develop and offer multiple modes of instruction to meet diverse learning styles.

Action Plan

<i>Develop best practices and frameworks for creating/using open educational content.</i>		
	See <i>Collections</i> for policy and workflow	
<i>Contribute unique library created content</i>		
	Identify unique content that we can offer to our users	
	Develop relevant learning materials and resources to meet the evolving and diverse needs of users and educational programs	
<i>Continue to develop LSL as a hub in support of teaching and learning services for the UMMS/UMMHC community</i>		
Ongoing	<ul style="list-style-type: none"> • Identify existing campus resources • Identify shared teaching goals • Propose new collaborations and partnerships to advance and provide new teaching and learning services 	
<i>Integration of information science curricula across all three schools and the clinical education program</i>		
Year 1 (Completed)	Perform a SWOT or SOAR analysis to identify target groups and their needs	ECS & RSC
Ongoing	Develop a departmental strategy for integration	ECS & RSC
Year 2	Develop a communication plan (fold into Marketing; see Service, p. 3) <ul style="list-style-type: none"> • Identify appropriate modes of communication • Develop a visual identity • Develop implementation plan 	