

**Himmelfarb Health Sciences Library
The George Washington University
Strategic Plan
2015-2018**

VISION STATEMENT:

The Library will be recognized as a center of research, learning and creativity. We will provide relevant information resources, research tools, productive workspaces, and instruction to promote optimal information use. We will develop and utilize the talents of library faculty and personnel to achieve excellence in support of students, staff, faculty and researchers of the SMHS, GWSPH, and SON.

MISSION:

We support the information needs of the faculty, staff, and students of the SMHS, GWSPH, and SON by selecting, acquiring, and delivering information and by collaborating, educating, and building community.

We accomplish this mission by:

1. Supporting the academic goals and research activities of every student, staff, faculty member and researcher through services and resources to foster learning and intellectual growth.
2. Acquiring high quality resources and tools that support clinical care, population health and research.
3. Investing in state-of-the-art systems that seamlessly integrate, retrieve, organize, analyze and preserve information.
4. Pursuing innovation and enhancement of librarian and staff skills and services through education, training and job enrichment and by harnessing new technology.

#	Goal	Priority	Action/Resources	Timeline	Assessment	Who
A. To support the academic goals and research activities of every student, staff, faculty member and researcher through services that foster learning, innovation, collaboration, and intellectual growth, we will:						
A.1.	Strive to provide instruction and resources at point of need					
A.1.a.	Increase embedded librarian participation in curricula by 10% <i>Q. How do we determine faculty interest? Embedded in course or other venues?</i>	High	Determine faculty interest in having embedded librarians (e.g. MS2 CIS curriculum); gather baseline data; determine librarian availability	Determine faculty interest Fall 2015 Assess Fall 2016	Increase of 10% when compared to baseline data	Reference Librarians (participants); AG and Ref Spec (statistics)
A.1.b.	Explore synchronous online instruction tools such as Blackboard Collaborate (and/or Skype or similar technologies) for remote reference consultations	High	Determine technical requirements; any new policy requirements or changes; create assessment tool; target VSTC students initially; technical support <i>Q. What kind of technical support? From whom?</i>	January 2016 followed by assessment in Summer 2016	Positive evaluations from students, patrons and librarians who had used the service	Reference Librarians; assistance from Academic Technologies
A.1.c.	Enhance relationships with Distance Education students to increase use of library services <i>Q. How is baseline measured? What options need to be identified for building relationships with DE students? Will a document for transparent expectations be developed?</i>	High	Knowledge of baseline use of services, exploration of best methods to build relationships with DE students (resulting in use of library services); librarian willingness to respond 24/7 to DE or communication of policy for transparent expectations	Gather baseline data Fall 2015; implement Spring 2016; assess Fall 2016	Increase of 10%	Services – Reference Librarians; Statistics – AG and Ref Spec

#	Goal	Priority	Action/Resources	Timeline	Assessment	Who
A.1.d.	Provide onsite reference and consultation to 2000 Penn and GWSPH building and the SON on the VSTC campus	High	Reference and liaison librarian(s), determination of best location in buildings, faculty buy-in; use first year statistics for baseline	Fall 2015	Compare with baseline? Compare with # ques/hr at Himmelfarb? (50% of this rate?); review types of questions asked at remote sites	Reference Librarians
A.1.e.	Expand informationist services to 1 researcher group and 1 additional department	High	Identify clinical department and research group (e.g. Anesthesia, second Internal Medicine team); identify librarian to provide service; number of hours requested	1 year	Review # of questions answered, # of articles linked on team blog; Assess current Internal Medicine baseline stats	Reference Librarians
A.1.f.	Review web interface for usability and ability to meet user needs: Update research and scholarly communications portals to maximize usefulness	High				Web Committee
A.2.	Improve marketing of Library's resources, programs, and services					

#	Goal	Priority	Action/Resources	Timeline	Assessment	Who
A.2.a.	Partner with marketing and communication departments within schools; Broadcast Library news and events on school calendars and weekly newsletters	High	Already posting on SMHS and Univ/GWSPH calendars; need to add SON calendar; identify newsletter contacts and route information to them (Anne Banner (SMHS), Laura Larrimore (GWSPH), Erin Julius (SON))	In process	Post contact info on shared drive; monthly contact and email sent	Marketing Committee
A.2.b.	Enhance social media presence by adding Twitter, Instagram and YouTube accounts	Medium	Twitter/Instagram accounts already created; would need YouTube account, assistance/training from SMARTLab on transcript creation for YouTube videos, subscription to social media dashboard product, approval process for posts; follow guidelines for other social media accounts, staff time and backup	In process		
A.2.c.	Review and revise scope of program and liaison duties	Medium		Spring 2016		Liaison Committee
A.2.d.	Provide physical presence in Ross Hall lobby and/or courtyard	Low	6-8 signs on tripod advertising library events; add poster series to Ross Hall/Library/Hospital(?) kiosks if possible	Spring 2016		Marketing Committee
A.2.e.	Highlight Library success stories at least four times a month through print and electronic resources	Low	Solicit testimonials from users			Marketing Committee
B. To acquire high quality resources that foster learning, innovation, and intellectual growth and that support clinical care, population health, and research, we will:						
B.1.	Select resources based on sound fiscal judgment and with an eye to balancing departmental needs					

#	Goal	Priority	Action/Resources	Timeline	Assessment	Who
B.1.a.	Enhance document request process by designing a web interface that improves communication with patrons and provides feedback to document delivery users within 24 hours, responses to collection development requests within 48 hours	High	<ul style="list-style-type: none"> Seek feedback from system users on collection Use document delivery stats to identify gaps for improvements 	Fall 2015 Winter 2016	Technical understanding of ILLiad	MC, BM, SB, AP, LA
B.1.b.	Use metrics such as cost-per-use, user input, quality measures, and other evidence to evaluate the serials collection, identify titles for cancellation and addition, and balance the collection across departments and programs in terms of cost and subject scope	High	No change Scopus citation assessment project (SB); Continue as before for the first part of this goal; Resource: Survey results	Ongoing By September 2015	Assessment every 2 years/survey	Serials (SB.LW.YL)
B.1.c.	Survey full-time faculty biannually regarding the serials collection to assess their information needs and gain their perspective on collection quality	High	No change Qualtrics	Ongoing/ Survey April-May 2015 Results Summer 2015	Assessment every 2 years survey 50% response	Serials
B.1.d.	Evaluate the Approval Program across disciplines to identify weaknesses in the book collection and areas for growth	High	Look into metrics/usage on electronic and print titles. Sierra, Listing of Departments/ Schools, Matthews	Every 2 years beginning July 2015	Internal assessment of the library catalog: usage and circulation statistics	MC, JS, YL, Liaisons; Collections Committee
B.1.e.	Evaluate and enhance the Patron-driven Acquisition Program for electronic books	Medium	R2/Ovid/Access Medicine; Usage stats from current PDA program; Review of alternate PDA programs; Money to purchase books through PDA program; Develop a way to track use	Planning and implementation ongoing; final report Fall 2017	Metrics	LA, JS, MC Collections Committee
B.2.	Update the Collection Development Policy to incorporate emerging formats, online learning needs, changing academic priorities, distributed campuses and departments, and the incorporation of mobile devices into the curricula and to balance appropriately the print, electronic, and audiovisual/software collections					

#	Goal	Priority	Action/Resources	Timeline	Assessment	Who
B.2.a.	Develop an algorithm for determining the optimum number of copies for key print and electronic resources	High	Communicate and meet up with faculty to discuss the textbooks they will be using. Determine what is purchasable versus not, what will or will not be used often. Create algorithm to determine what we should buy, post to library website	Before each semester beginning Fall 2015	Implementation of algorithm	MC,LA, JS, Collections Committee
B.2.b.	Select electronic resources (e-books, databases, and journals) that balance the needs of on-site and distance users through the use of metrics and other evidence	Medium	Assess metrics on student numbers, costs of resources in various subject areas, assess mix and needs of on- and off-campus students, impact of new off-site programs (Output from preceding goal)	Spring 2016	Track metrics on access to electronic resources from offsite by resource type	LA, SB
B.3.	Acquire materials to support new programs and research initiatives					
B.3.a.	Monitor all appropriate communication channels to identify new programs and research initiatives	High	Liaisons should speak to dept admins about what channels, or meetings/events to follow or attend; GW Emails (GW Today, School email newsletters, dept newsletters, other communications to be determined). Create system to track communications and faculty/staff being contacted	Ongoing beginning Fall 2015	Annual employee review/performance evaluation	Liaison librarians, administration; SCL (Scholarly Committee Librarian) Marketing Committee
B.3.b.	Conduct an analysis of faculty publication patterns and a citation analysis of faculty publications to identify possible areas for collection growth	High	Scopus, Excel	In process		SB

#	Goal	Priority	Action/Resources	Timeline	Assessment	Who
B.3.c.	Incorporate new programs, departments and initiatives into the scholarly publication process for tracking output, archiving materials, and measuring impact	High	Identify new faculty and educate regarding GW's open access initiative; promote participation in the HSRC; align Himmelfarb initiatives with government's open access initiatives; explore new methods for measuring impact	Ongoing beginning Fall 2015	Track growth and use of HSRC; Measure the compliance rate for the N.I.H.	AG; PL, SCL, MC
B.3.d.	Develop a communication pipeline to share course material information with faculty ("Managing your instructional resources" service)	High	Create a promotion plan for "Managing your instructional resources for next semester" (linking, reserves, copyright); work with ITL to identify faculty in need of service	Launch Fall 2015 for Spring 2016 Semester		KL, LA, BM, Marketing Committee
B.3.e.	Acquire baseline resources to support new academic departments/programs Adapt Approval and Patron-driven Acquisition programs as appropriate to accommodate new initiatives	Medium	Little room for growth in budget. Need to find creative ways to obtain funding. Adapt Approval and Patron-driven Acquisition programs as appropriate to accommodate new initiatives	Ongoing	Accreditation of a new program	LA, SB, MC, Collection Development Committee & Administration
B.4.	Enhance acquisition of faculty-authored publications and promote scholarly output of faculty and students					
B.4.a.	Monitor all appropriate communication channels to identify new faculty publications <i>Q. what do you mean by "Faculty 10 year review/fall 2015?"</i>	High	Monitor Google Scholar, MEDLINE, Scopus; interface with Lyterati; review GW Emails (GW Today, School email newsletters, dept newsletters, other communications to be determined)	Ongoing/for Faculty 10 year review/Fall 2015	Track metrics in growth and use of Faculty Publications; ask faculty to review and edit biannually	VB, MC, SB, SCL, Liaisons, Marketing Committee

#	Goal	Priority	Action/Resources	Timeline	Assessment	Who
B.4.b.	Coordinate the implementation of the University's Open Access Policy for the SMHS, GWSPH, and SON and create a targeted plan for obtaining post-print drafts of scholarly works from faculty	High	New GWU open access policy. Update the new faculty packet and faculty portal; incorporate discussion about proposed workshop, "Emerging trends in publishing"	Ongoing	Attend dept. publications meetings, train liaison librarians to be able to respond to inquiries at such an event	Liaison librarians, SCL
B.4.c.	Incorporate the full-text of faculty-authored publications, as permitted by copyright and publisher licenses, into the Health Sciences Research Commons	High		Ongoing	Continue depositing materials into the HSRC	MC,SCL
B.4.d.	Improve University compliance with the NIH Public Access Policy and support new government public access initiatives	High	To monitor compliance requires a proportion of someone's time e.g. 5% of 1 FTE librarian + 5% of 1 FTE library assistant to pursue compliance activities. Target 95% compliances	Spring 2016	Set a target based on the fact that 92% compliance is our current compliance rate. Progress can be measured via the PACM compliance monitor database	PL, VB Monitoring assistance from SCL, AG, ES; Marketing Committee
B.4.e.	Modify Collection Development Policy to expand acquisition of faculty publications	Medium	Need additional funds in order to expand acquisition of faculty publication			

C. To invest in state-of-the-art systems that seamlessly integrate, deliver, retrieve, organize, analyze, and preserve information, we will:

#	Goal	Priority	Action/Resources	Timeline	Assessment	Who
C.1.	Provide improved tools for seamless off-site access	Medium	Work with CASS, Division of Information Technology, and Gelman/WRLC staff to identify possible solutions	2018		Web Librarian
C.2.	Investigate the demand for and feasibility of implementing an e-reader program	Low	Assess demand; identify cooperating publishers; identify costs for equipment and licensing; do an environmental scan of other academic libraries	2016-2017	Work with all of the schools to implement these tools	LA, BM
C.3.	Improve and streamline delivery of library resources through interlibrary loan					
C.3.a	Develop and market one portal for interlibrary loan and document delivery; improve communication process	High	<ul style="list-style-type: none"> • Create a seamless login/ 1 step process to login/initiate a request; • New page on website; Marketing • Identify ways to automate processes • Meet with Gelman and Burns ILL teams for input 	Spring 2016		Web Librarian , MC, AP
C.3.b	Review fee structure in light of potential collection constraints	High	Staff/Faculty/Students currently have 15 free requests per semester: explore raising cap to 20-25 users; review financial impact of super users	Summer 2015	Consider raising the free cap on ILL requests	ILL librarian, ILL supervisor (MC,AP)

#	Goal	Priority	Action/Resources	Timeline	Assessment	Who
C.3.c	Explore and evaluate alternatives to traditional document delivery	Medium	Do an environmental scan of comparable academic libraries; explore alternative programs and services; prepare recommendations	Fall 2017		MC, AP, JS
C.4.	Evaluate discovery tools and explore new products to enhance the discoverability of information through electronic resources	Medium	Do an environmental scan of comparable academic libraries; explore alternative programs and services make recommendations	Ongoing Fall 2016		Discovery Task Force; JS
C.5.	Conduct assessment of the institutional repository (HSRC)					
C.5.a.	Identify ways to improve tracking and archiving of scholarly output	High	Coordinate with plans to improve compliance with GW Open Access policy and government/funder Public Access policies; explore alternative programs and services; make recommendations; Work with research deans; Promote adoption of ORCids: doctoral students			MC and SCL
C.5.b.	Identify new ways to measure the impact of GW scholarly output and impact, including altmetrics, the Becker Framework, and promotion of the use of OrcIDs	High	Literature review; vendor review of software; environmental scan of comparable academic libraries; identification of funding for new products; incorporation of new strategies into faculty development workshops	Summer 2016		SCL, JS, AL, TH, PL

#	Goal	Priority	Action/Resources	Timeline	Assessment	Who
C.5.c.	Improve interaction with Research Day infrastructure in order to increase inclusion of student and faculty posters in HSRC	High	OVPR support to permit automatic inclusion of Research Day abstracts and papers in IR. Revision of Research Day submission form to include opt-out check box. Partner in OVPR or Research Days committee to solicit electronic Research Days posters	Process in place for the call for submissions for Research Day 2016		SCL, MC, Marketing Committee
C.5.d.	Explore methods for automatically harvesting faculty publications	High	Literature review; environmental scan; vendor review	Summer 2016		MC and SCL
C.5.e.	Increase faculty IR deposit rate by 10%	High	OVPR support to permit automatic inclusion of Research Day abstracts and papers in IR. Revision of Research Day submission form to include opt-out check box. Partner in OVPR or Research Days committee to solicit electronic Research Days posters. Create a marketing plan for liaisons to implement	Process in place for the call for submissions for Research Day 2016		SCL, MC, liaisons, Marketing Committee
C.6.	Integrate Info button into GW Hospital's EHR and/or MFA's electronic health record	High	Web librarian, technical access to EHR, technical knowledge to facilitate integration, team to select information tools for inclusion in the Info button program	Spring 2016		BM, Hospital IT, MFA IT

#	Goal	Priority	Action/Resources	Timeline	Assessment	Who
C.7.	Delivering streaming media services	Medium	Streaming media server or access to one, technical knowledge, funds to acquire titles. <i>Alternative: promote freely available streaming videos found on YouTube, TEDMed, and/or Himmelfarb E-Resources (e.g. AccessMedicine)</i>	Spring 2018		BM, VJ, CS
D. To build communities and partnerships that foster learning, innovation, collaboration, and intellectual growth, we will:						
D.1.	Increase collaborations with faculty of all three schools					
D.1.a.	Increase publishing collaborations with faculty by 15%	High	Gather baseline data on consultations, systematic review support, in-class instruction and collaborations, and committee appointments, create plan to reach out to faculty in each school; will require brainstorming/problem solving sessions to get involved with opportunities already occurring, create a culture of librarian publishing	December 2018	Comparison with baseline data; increase of 15%	Any library staff member; reference to gather baseline data; create new committee to lead initiative
D.1.b.	Increase library involvement in faculty research by 5%	High	Gather baseline data, define what constitutes involvement (developing search strategies and consultations?) Requires staff time, training in research methodology (depending on definition of involvement, data management, text mining, techniques for tracking scholarly impact) and tools offered (e.g. NVivo, SAS, ArcGIS, etc)	December 2018	Comparison with baseline data; increase of 5%	Any library staff member; reference to gather baseline data; create new committee to lead initiative

#	Goal	Priority	Action/Resources	Timeline	Assessment	Who
D.1.c.	Increase use of systematic review service by 10%	Medium	Marketing initiatives, increasing knowledge that we support this			
D.2.	Increase collaboration with students					
D.2.a.	Partner with at least two (2) student groups annually on programming; Create partnerships with student organizations to support student research and promote Healthy Living activities	High	Identify other student group partners	6 months-1 year	Partner with at least 2 student groups	Healthy Living Committee, Reference staff, Marketing Committee
D.2.b.	Offer voluntary student liaison positions for schools	Low				
D.3.	Create strategic partnerships across campus and the community					
D.3.a.	Collaborate with other campus partners on scholarship, data management issues, and faculty profiles	High	Identify campus partners; attend pertinent meetings, volunteer resources and/or personnel as appropriate. Create a Research/Scholarly Impact team to lead initiative	3-4 years	Establish 2 collaborations	TBD
D.3.b.	Continue programs that promote community across schools such as the Annual Art Show, Healthy Living program, exhibits, and lectures/panels on topics related to publishing and topics such as data management, text mining, etc	High	Identify 1 speaker, panel and exhibit annually; identify ways to extend activities to students at the VSTC and at a distance; research funding and space/facilities needed	In process	1 speaker/panel/exhibit	

#	Goal	Priority	Action/Resources	Timeline	Assessment	Who
D.3.c.	Create physical spaces to promote collaboration and innovation through multimedia tools, visualization software and the provision of enhanced software support	High	Expand faculty development space; create a multi-media/dissertation ready space; identify funds and equipment needed	Fall 2017	Space created and equipment in place	Library administration, SMHS facilities, JL, EAR
D.3.d.	Explore programs that support bioinformatics discovery, the data lifecycle, researcher networking, text mining, and inter-professional health education with the goal of identifying new library services	High	Conduct environmental scan to see where we can provide support; obtain librarian and staff education on topics	Fall 2018	Attendance at educational sessions; identification of new area(s) of service	Fold into Research/Scholarly Impact team to lead initiative
D.4.	Continue partnership with CNMC Library	Medium	Identify what assistance is needed	6 months	List of issues clarified	Reference and LO
D.5.	Develop two (2) jointly sponsored events with Burns and Gelman	Low				
D.6.	Develop at least two (2) other partnerships with local businesses and organizations	Low				
E. To pursue innovation and enhance staff skills and services through education, training and job enrichment and by harnessing new technology, we will:						
E.1.	Expand librarian expertise in key subject areas related to new initiatives identified in the strategic plan	High	Incorporate into planning for each upcoming year during the performance evaluation process; identify educational opportunities for all librarians and individuals	August 2015-July 2016	Individual goals met in annual review	All Librarians and staff
E.2.	Expand librarian and staff expertise in informational, instructional and scholarly technologies	High	Identify technologies; match with library staff; identify training materials and funding	Ongoing	Individual goals met in annual review	Everyone on library staff

#	Goal	Priority	Action/Resources	Timeline	Assessment	Who
E.3.	Maintain a strong record of presentation, publication and scholarship among library faculty (library-centric rather than earlier publishing collaboration with faculty)	High	Identify and publicize opportunities; provide opportunities for research and writing as service demands permit	Ongoing	Individual goals met in annual review	All librarians
E.4.	Develop cross training/shadowing program for all Himmelfarb permanent staff	Medium	Review and update training materials, develop objectives and expectations, identify who needs training and what kind	Planning – 1 year; Rollout – 2-3 years	Individual goals met in annual review	Everyone on library staff
E.5.	Highlight Himmelfarb staff members' areas of expertise	Medium	Skills survey of staff members	Spring 2016		
E.6.	Conduct at least two (2) library staff presentations around personal interests per year	Low				

(7/23/2015)