

UMDNJ - UNIVERSITY LIBRARIES STRATEGIC PLAN

June 2007

INTRODUCTION

The UMDNJ Libraries exist in a rapidly changing environment. Like all academic libraries of the 21st century, we are hybrid facilities to an ever increasing extent, preserving past knowledge while offering the latest resources, services and information technology. To do this well necessitates acquiring extensive and appropriate resources, enabling ready and straightforward access to them, and using both traditional and cutting-edge methods of acquisition, access and delivery of services to library users. Technology and access to information are being transformed at a pace that requires dynamic, research libraries to be more nimble and flexible than ever before. New emphases in research and teaching, and the heightened expectations of the UMDNJ user community require that the libraries be proactive in anticipating needs, customizing information services that respond to user requirements, and designing facilities that enable new kinds of interaction.

The University Libraries are well positioned to provide integral academic support of the goals and criteria outlined in **UMDNJ's Strategic Plan AY/FY 2007-2011**. To address the prospects and challenges set forth, the University Libraries propose this updated Strategic Plan and associated directions for our future.

Seven goals describe UMDNJ's aspirations as reflected in its strategic plan:

GOAL 1 – EDUCATION: UMDNJ is a national leader in designing and delivering educational programs.

GOAL 2 – RESEARCH: UMDNJ is recognized as a national leader among universities in biomedical, psychosocial, clinical, public health, translational, and health services research, and the linkages among them.

GOAL 3 – CLINICAL SERVICES: UMDNJ is the provider of the highest quality, cost-effective, academically centered, seamless, culturally competent clinical services.

GOAL 4 – COMMUNITY AND DIVERSITY: UMDNJ's strong commitment to community and diversity is reflected through the University's academic and services programs and its employment and business practices.

GOAL 5 – IMPACT ON NEW JERSEY: UMDNJ is a leading force in the State in health status improvement, health workforce strategy, health policy development and economic development related to health and the biomedical sciences.

GOAL 6 – CULTURE: UMDNJ's culture, through its values, advances academic collaboration; partnerships; effective and accountable planning, management and resource allocation; and fulfilling careers.

GOAL 7 – IMAGE: The public understands and values UMDNJ, New Jersey's health sciences university.

SELECT ACCOMPLISHMENTS FROM THE JULY 2000 STRATEGIC PLAN

- \$1 million was added to the libraries' budget to make new electronic resources available to the UMDNJ community. Licenses were initiated for several major electronic scholarly resources –
 - Access to the **Web of Knowledge** including **Journal Citation Report** and **Essential Science Indicators**
 - Upgraded electronic journal licenses to full university-wide access
 - A vast increase in the number of subscriptions to electronic journals – current access is to approximately 12,000 titles
 - Licensing to premiere biomedical content in Elsevier's ScienceDirect collection – in FY2006, upgraded to the full content of 1800 journals included in Elsevier's Freedom Collection
 - Added over 300 clinical journals from the "Journals @ OVID" collection which are directly linked to our databases
 - Upgraded license to MDConsult, a premier clinical product which provides a comprehensive suite of online services to students, house staff and clinical faculty

- Stabilized a sustainable funding stream for retention and acquisition of new resources. Approved by the Deans in March 2005, annually 1.2% of tuition and 2.7% of overhead costs are allocated to the libraries to insure that resources are available in support of education, research and clinical care.

- Enhanced support of clinical resources used at the point of care on the Web and via handheld devices (PDAs) by initiating licenses, educational support and classes in the use of the following clinical resources:
 - **DynaMed**: A "Just-In-Time" Internet reference integrating evidence based medicine with practical information for clinical practice on more than 1,800 clinical topics.
 - **InfoRetriever/InfoPoems**: A source of evidence-based information for clinicians. It includes: a POEMS (Patient Oriented Evidence that Matters) library, Cochrane Database abstracts, collections of clinical decision rules, diagnostic tests, history and physical exam maneuvers, and drug information, as well as ICD9 and E/M coding assistants.
 - **First Consult**: A web and PDA based clinical information system that provides continuously updated, evidence-based guidance on the latest in patient evaluation, diagnosis, and management. Designed for rapid access at the point of patient care.

- Initiated an ongoing plan to upgrade all electronic resources to full university-wide site licenses. Existing campus-specific licenses have been upgraded to multi-campus, university-wide status to create parity across all campuses for access to resources.
 - Upgraded access to unlimited site-wide license to all clinical books from McGraw Hill included in their "Access Medicine" clinical resource
 - Upgraded access to all Lippincott, Williams & Williams products from simultaneous use to site wide access
 - Negotiated site wide licenses for all clinical point of care resources

- Full-text electronic journal collection grew from 2,000 to 15,000 electronic journals over the past 6 years

- Created 30 information “toolkits” to provide quick subject guides to resources on specific topics. Toolkits are designed to provide UMDNJ users with a quick guide to electronic resources available through our University Libraries on a particular topic. Toolkits contain selectively filtered links to highly useful and authoritative tools, such as databases, electronic journals and textbooks, some selected Internet sites, and PDA resources. Toolkits are not meant to be comprehensive compilations; rather they are powerful starting points in initiating research on a health topic.

TRENDS

A recent report from the Association of College and Research Libraries (ACRL) Research Committee identifies the top ten assumptions for the future of academic libraries and librarians:

1. There will be an increased emphasis on digitizing collections, preserving digital archives, and improving methods of data storage and retrieval.
2. The skill set for librarians will continue to evolve in response to the needs and expectations of the changing populations (students and faculty) that they serve.
3. Students and faculty will increasingly demand faster and greater access to services.
4. Debates about intellectual property will become increasingly common in higher education.
5. The demand for technology-related services will grow and require additional funding.
6. Higher education will increasingly view the institution as a business
7. Students will increasingly view themselves as consumers, expecting high-quality facilities and services.
8. Distance learning will be an increasingly more common option in higher education, and will coexist but not threaten the traditional bricks and mortar model.
9. Free public access to information stemming from publicly funded research will continue to grow.
10. Privacy will continue to be an important issue in librarianship.

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VISION

To provide the critical scholarly and knowledge management resources where and when needed to support and position UMDNJ as national and international leader in professional education, research, health care and community service.

MISSION

To create, manage and fully promote the scholarly information resources of the University Libraries as a strategic imperative.

GOALS

GOAL 1: OUTREACH & PUBLIC RELATIONS

Develop and implement a comprehensive marketing and outreach plan for the University Libraries to insure that students, faculty and staff are aware of and utilize the scholarly resources to their fullest potential. The plan will increase visibility among and use by internal and external constituencies. Create a University-wide communications forum for issues relating to scholarly resources and communication which include open access, scholarly publishing, and access to electronic and print resources.

Finding ways to communicate the libraries resources and services to the various constituents is an ongoing challenge. New technologies will be examined including social networking software to ensure that the libraries are reaching users in convenient ways. The past several years have focused on expanding electronic offerings to the university's faculty and students, researchers and clinicians. Despite the strong utilization of these resources, an increased focus on outreach continues to be important in de-bunking persistent myths including –

- Everything is online
- Everything online is free
- MEDLINE is difficult to use
- Google can replace MEDLINE databases
- Textbooks are out of date before they are published

The Libraries will examine various new methods to meet the demands of an increasingly technologically savvy user base.

GOAL 2: INTEGRATION IN EDUCATION AND TEACHING

Reach a deeper level of integration into the curriculum of the UMDNJ schools and housestaff programs. Improve health sciences information literacy and incorporate new teaching methods utilizing current technologies and course management systems. Congruent with faculty appointments, collaborate on articles, web sites and grants with faculty. Evaluate clinical and research electronic scholarly tools, ambulatory, hospital, and laboratory, to provide the most optimal resources to assist in decision making.

Each of the schools are incorporating varying levels of technology into their teaching and learning using different strategies dictated by their specific environment, curriculum and accreditation requirements. Information literacy, as it pertains to the health sciences, is a critical skill set to for both students and faculty to enable them to become technologically competent information seekers.

Specific strategies to further this goal include furthering collaborative work between the schools and the libraries. Librarians participating on school-based curriculum and technology committees will insure that resources and information seeking skills are infused at appropriate times and places in courses, orientations, small group and problem-based learning sessions. Infusing instruction in the effective use of electronic resources into Web-based courses and free-standing tutorials is essential to reaching distance students.

GOAL 3: FUNDRAISING

Develop a fund raising plan in conjunction with the Foundation of UMDNJ that includes expansion of library facilities on the UMDNJ campuses, endowed collections, and support of consumer health activities. Identify and submit competitive grants for funding by external agencies.

Pursue major grant opportunities to improve extramural support. Continue and improve upon the libraries successful track record for attracting donors and gifts and growing the program so more major substantial projects can be funded. Write the necessary fundraising documents Work more collaboratively with the school administrations on which our libraries reside to have a shared base of support for funding library projects.

Strengthen the libraries' relationship with potential donors to create and add to endowments and to the historical materials housed in the Department of Special Collections. Establish relationships with faculty collectors to insure that the libraries' are the beneficiary of historical works of value to add to our rare book and materials collection.

GOAL 4: INFORMATION TECHNOLOGY

Implement new and enhance existing technologies to improve library services to users as well as streamline internal operations including creation of an institutional digital repository, digital archiving, and creation of more "intelligent" Web sites and search engines.

As UMDNJ students and faculty become more fluent in the use of technology, the libraries need to respond with new and enhanced services which fit the information seeking behaviors of the millennial generation and their teachers.

GOAL 5: FACILITIES

Provide flexible, functional, inviting, safe, technology equipped library space throughout the UMDNJ Libraries system. The Libraries will create functional physical spaces that support the intellectual and social networking required by students and faculty to succeed in their research and learning.

Transforming library spaces to meet the needs of today's learners is essential and expected as the demand for flexible learning spaces, small group and individualized study rooms, as well as quiet and noise-tolerant areas where groups can convene. The physical collections of books, journals and media are growing more slowly as digital content becomes the preferred format. Despite this trend, the libraries' print resources remain relevant. Storage, either on or offsite, and mechanisms for rapid delivery to needed locations continue to be an imperative.

The need to install compact, high-density shelving at all of our campus libraries to consolidate collections is essential so that space can be reclaimed for other purposes. In addition, consideration of a university-wide remote storage facility with a rapid and reliable delivery system must also be considered to save space to accommodate other important functions.

Campus specific needs differ among the libraries. As student housing gains in popularity in Newark, the demand for increased library hours has as well. The New Brunswick campus library expansion and renovation is a long overdue priority. In order to meet the increasing demand for flexible learning spaces, an enlarged computer classroom, a conference room and an extensive overhaul of its heating and cooling system is essential. The robust clinical teaching program in New Brunswick requires an enhanced library facility to better serve its students and faculty. In Stratford, growing student class size and the need to increase small group study rooms, hours of service, and renovated computing facilities are all high priorities. In Camden, library services are delivered from two libraries – one small library in the Education and Research Building which serves the RWJ students and faculty and the Coriell Institute and a clinical library which is currently being renovated at Cooper Hospital.

CONCLUSION

Several of the goals enumerated in this plan require new resources in order to be successfully achieved. The Libraries will continue to look both internally and externally to develop innovative collaborative opportunities and funding sources to accomplish these goals. New investments will be needed to develop library spaces that are commensurate with academic program directions.

The Libraries play a critical support role in supporting learning and the creation and dissemination of new scholarly resources. Through this plan, UMDNJ's libraries seek to become a more active catalyst for scholarly communication and knowledge management. The alignment of the libraries' goals with those of the University will ensure the attainment of a shared vision for academic excellence.