

1. Expand clinical information services to support the university, hospital, and health system.

1.1 Expand library services to the clinical enterprise including increasing the quantity of staff involved and time spent in clinical areas and working directly with clinical staff.

- 1.1.1 Create a coordinating team of librarians (“Clinical Team”) who are liaisons to clinical departments to share information, develop best practices and implement strategies to develop closer ties to clinical arena. 1.1.2 Action Item
- 1.1.2 Assess the current “clinical” activities of librarians in relation to other responsibilities. Better understand the service needs of Yale-affiliated clinicians, students and trainees. Use this knowledge to determine reallocation of time and responsibilities
- 1.1.3 Develop the knowledge and skills necessary to be valuable members of a clinical team. Develop and implement an internal educational program for librarians to be able to serve in this capacity.
- 1.1.4 Make work in the clinical arena a priority for librarians with assignments to clinical departments. Changes will be based on manager input and development of skills.

1.2 Be actively involved in planning of clinical information systems (including EPIC) in order to integrate high quality library resources at point of care.

- 1.2.1 Work closely with University and Hospital staff responsible for implementation and maintenance of systems including membership on key decision-making and policy committees. Expand on our existing relationships to develop this formal structure.
- 1.2.2 Action Item Develop methods of assessing the relative utility and preference for information resources by clinical staff

1.3 Establish formal structure to fund library resources and services to Yale-New Haven Hospital and the larger Yale-New Haven Health System.

- 1.3.1 Identify key leaders in medical education, clinical management and information systems to create a permanent group for advisement and decision making on cooperative purchases. Expand on our existing relationships with university and hospital administration to develop this formal structure.
- 1.3.2 Meet on a regular basis with a group that has direct access to funds in support of library and information resources. This should grow out the first goal in this section.

1.4 Work with our librarian colleagues to coordinate services and resources amongst CWML and Hospital of Saint Raphael and other Health System affiliates.

- 1.4.1 Continue to coordinate and collaborate with our librarian colleagues in the Health System
- 1.4.2 Work collaboratively with hospital departments and programs including the Nursing Standardization Group to standardize information education, practices and services throughout the Yale-New Haven Health System
- 1.4.3 Develop strategy for identifying different needs of Yale University clinical enterprise, Yale-New Haven Hospital and the Yale-New Haven Health System
- 1.4.4 Investigate consortial acquisitions between CWML and other Health System affiliates
- 1.4.5 Investigate the implications of the merger between the Hospital of Saint Raphael and YNHH for library services and access to resources

2. Support the education programs of the communities we serve

2.1 Position librarians to influence and support curricular changes and developments.

- 2.1.1 Meet with appropriate person(s) in the Department of Medical Education to get library on committees.
- 2.1.2 Assign appropriate staff to the appropriate committees.
- 2.1.3 Add value to the committee and share information with other library staff

2.2 Contribute to the achievement of requirements for Graduate Medical Education.

- 2.2.1 Develop curriculum
- 2.2.2 Present proposed curriculum to residency directors
- 2.2.3 Contact individual program directors

2.3 Provide easily accessible resources for the curriculum, in whatever form and on whatever device.

- 2.3.1 Expand e-reserve services to the medical school and PA program.
- 2.3.2 Offer instruction to our patrons in constructing persistent URLs in person and/or via tutorial.
- 2.3.3 Provide services that assist faculty to easily embed subject-specific licensed content into their course website.

2.4 Investigate and design library services to support curricula.

- 2.4.1 Monitor planning process for the revised Medical School Curriculum to identify potential library integration.
- 2.4.2 Design library services to meet the needs of the revised Medical School Curriculum.

2.5 Strengthen collaborative relationships with other service units supporting education on campus.

- 2.5.1 Identify potential partners (such as GIS, CSSI, Writing Center, GTC, TLC, and Graduate School).
- 2.5.2 Contact potential partners
- 2.5.3 Plan appropriate joint ventures.

3. Develop programs and services that anticipate and engage the full research cycle

3.1 Help researchers share their data and results, and measure their research impact.

- 3.1.1 Gather evidence of the need for and then advocate for an institutional repository.
- 3.1.2 Offer services to assist researchers meet requirements of grants (proposals and reporting), publications (research and publisher requirements), and any applicable public access policies.
- 3.1.3 Offer services to assist in measuring research impact. For example: Compile a list of techniques and resources that are valuable in assessing research impact. Create and provide classes and tutorials for each of the methods of determining research impact. Train all librarians in these techniques. Promote service through Library Liaison program.

3.2 Strengthen collaborative relationships with other groups or units supporting research on campus, to synchronize library services with the services of these units.

- 3.2.1 Identify groups and become familiar with their current services and determine potential for collaboration or how we will offer our services.

3.3 Set an agenda for increasing GIS, data, and bioinformatics, working with appropriate YUL and campus units.

- 3.3.1 Advocate for need of an additional GIS support specialist in the YUL Maps Department.
- 3.3.2 Coordinate with Data Librarians on campus.
- 3.3.3 Offer more training for GIS and advertise other training opportunities on campus.

3.4 Continue researching the Library's role in supporting e-Science in order to develop more services to support it.

- 3.4.1 Determine how we will educate ourselves further about this topic.
- 3.4.2 Educate ourselves
- 3.4.3 Develop Services

3.5 Continue to develop and expand systematic review services.

- 3.5.1 Define specifically what the systematic review service entails.
- 3.5.2 Cross train x# librarians to provide services. Assign appropriate support staff to assist.
- 3.5.3 Develop web pages and any needed materials to describe and promote the services.

4. Build, disseminate and preserve our world-class collections.

4.1 Adjust collection development priorities and processes to changing user preferences and technologies.

- 4.1.1 Coordinate with YUL on PDA/DDA at Yale
- 4.1.2 Develop and implement a strategy for making ebooks available to library patrons, via Orbis, mobile devices, etc.
- 4.1.3 Develop and implement a strategy for acquiring and delivering digital video to library patrons – streaming video, video in BlueDogs CMS, etc.
- 4.1.4 Evaluate collection to identify gaps in relation to needs of users. Modify approval plans. Create collection development plan for Historical, based on strengths of the collection.
- 4.1.5 Investigate what is going on with resource assessment at CWML, Yale, and other medical libraries.
- 4.1.6 Investigate what CWML vendors provide usage stats for their electronic resources.
- 4.1.7 Investigate what survey methods other organizations have used to assess their purchases.
- 4.1.8 Implement a survey method at CWML to assess purchases of materials.
- 4.1.9: Investigate how other organizations (Yale, other medical libraries) evaluate resource trials and identify best practices.
- 4.1.10 Establish a system for evaluating resource trials at CWML.
- 4.1.11 Identify someone at CWML who can be the library's point person on copyright issues and train that person accordingly.

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- 4.1.12 Work with YUL partners to educate Yale legal office about copyright issues that are of importance to CWML and YUL.
- 4.1.13 Collaborate with other medical libraries to develop policies for curating library resources in adherence with copyright/HIPPA guidelines.
- 4.1.14 Create a plan to Identify potential donors and work with them to obtain gifts that will enhance the collections.
- 4.1.15 Create a plan to collaborate with the Beinecke Rare Book and Manuscript Library, and other libraries and galleries, to identify unique items in collections across campus that can be highlighted at CWML.
- 4.1.16 Create a marketing program for assessing new acquisitions for the Library's Rare Book and print collections, as well as any exhibits related to these collections.

4.2 Continue to develop and publicize resources to our faculty, researchers, and students.

- 4.2.1 Revamp Library newsletter and explore the possibility of making it available online.
- 4.2.2 Develop and implement a strategy for promoting CWML via social media (Twitter, Facebook, blogs, etc.).
- 4.2.3 Identify gaps in available tutorials and instruction videos for digital library resources and create new content.
- 4.2.4 Assess current advertising methods (i.e., postcards and posters) and explore new methods of marketing the Library's Rare Book and print collection, as well as any exhibits related to these collections.
- 4.2.5 Continue to create online versions of historical exhibits. Explore new online exhibition possibilities, such as Omeka, YUL solution, or crowdsourcing materials.
- 4.2.6 Explore updating exhibit spaces within CWML, including fundraising options, security/environmental controls, flexible spaces.

4.3 Set an agenda for the creation of robust discovery tools that function across multiple platforms based on user needs.

- 4.3.1 Partner with YUL for the creation of robust discovery tools that function across multiple platforms based on user needs. Work with library systems and IT to ensure the Medical Library is represented.

4.4 Build a robust digital library using the library's unique collections

- 4.4.1 Integrate digital collections to be searchable across groups.
- 4.4.2 Put in Yale Digital Commons, WorldCat, HathiTrust, and where appropriate in local collections.
- 4.4.3 Usage Statistics on Digital Library site.

4.4.4 Develop digitization work plan with prioritized projects (i.e., Cushing documents and Peter Parker materials) and management plans.

4.4.5 Continued development of an Open Access CWML electronic thesis and dissertation repository, including management of rights.

4.5 Expand collection management and preservation for continued access to our collections. Work with Preservation Librarian to identify materials for collection care.

4.5.1 Redesign the Adopt-A-Book.

4.5.2 Rehouse and inventory Historical collections.

4.5.3 Implementation of software (AEON) to track use of Historical collection.

5. Provide inviting physical and virtual spaces for learning, collaboration, research, and creativity.

5.1 Build a user friendly interface for optimal searching and browsing on library website

5.1.1 List shortcomings of current site

5.1.2 Conduct user assessment

5.1.3 Improve capabilities of search box

5.1.4 Implement modifications of the entire website

5.1.5 Align our web presence with those implemented elsewhere in the Library

5.2 Create an enhanced 24/7 space

5.2.1 Identify patron needs for 24 hour space using surveys and focus groups

5.2.2 Determine a location within the library that could be a perpetually accessible study space

5.3 Collaborate with the Office of Education to identify space and technological needs associated with curriculum redesign.

5.3.1 Utilize surveys, focus groups, and partnership with Dean Belitsky to identify space and technological needs

5.3.2 Identify what the library is positioned to support

5.4 Develop more collaboration space

- 5.4.1 Prepare books and journals to move offsite
- 5.4.2 Consolidate remaining collections
- 5.4.3 Determine if space created from relocation of books is viable as staff collaboration space or seminar rooms
- 5.4.4 Evaluate the physical needs for virtual collaboration and communication coordination

5.5 Address known concerns with the physical space

- 5.5.1 Identify areas that need additional lighting and have facilities install more lighting
- 5.5.2 Determine and advertise quiet spaces for individual study
- 5.5.3 Define furniture needs for optimal creative spaces
- 5.5.4 Determine areas of the library where food and beverages are acceptable