

University of New Mexico Health Sciences Library and Informatics Center (HSLIC)
Strategic Plan
FY2008 – FY2010
Finalized June 5, 2007

Strategic Planning at HSLIC

In March 2001, the Health Sciences Center created a new organizational structure to strengthen support to users in the areas of knowledge management and information technology. The outcome was the formal consolidation and renaming of the library and computer services into the Health Sciences Library and Informatics Center (HSLIC).

With the birth of HSLIC, managers and faculty representing the organization's major service components began a strategic planning process with a retreat in July 2002 that resulted in HSLIC's first three-year strategic plan. In 2005 the library and informatics center's senior managers updated the plan to address signature programs; created a new educational development unit; focused on ways to work electronically; and more effectively linked to the HSC's Knowledge Management and Information Technology planning efforts.

In 2007 HSLIC's senior managers updated this plan again with a focus on "Jumping Forward" with new services and ways of doing things to more effectively serve the UNM HSC and the greater community within New Mexico. We welcome feedback about priorities and HSLIC directions.

HSLIC Mission

We improve and enhance human health through support, innovation, and leadership in the organization, delivery, and use of quality information. We create an environment that fosters the development and sharing of knowledge for the UNM Health Sciences Center and its partners.

HSLIC Vision

Through commitment to the expertise of multidisciplinary teams, the UNM HSLIC employees create innovative, high quality solutions to complex information and technology challenges. These solutions provide the means for answering the most important questions of human health.

Goal 1

Ensure HSLIC services are the most efficient and highest quality possible by overseeing changes and improvement in three major strategic planning initiatives: Collaborative Technologies, Financial Services, Service Desks.

Objective A

Investigate technologies and support needed for HSLIC to ensure collaborative technology services and accommodations for the HSC faculty, staff and students across the entire campus and present recommendations.

Strategies

1. Inventory current collaborative technologies available to UNM
2. Assess technologies for useability, support, maintenance, and cost.
3. Create a written report of recommendations and possible implementation solutions, and include timelines as appropriate.

Objective B

Improve HSLIC Business Operations to provide fast, secure and efficient services to our customers. This will be done in concert with the service units that provide the services.

Strategies

1. Inventory and evaluate current processes and identify opportunities and deficiencies.
2. Define new requirements and improvements on old processes, also considering what new services could be incorporated into HSLIC's provided Services.
3. Create a written report with recommendations and possible implementation solutions.

Objective C

Assure effective and efficient service provision at all HSLIC service desks and other service points by valuing and maintaining a strong service attitude, ensuring adequate provision of educational opportunities, and maximizing overall service point efficiency.

Strategies

1. Evaluate statistical data on desk operations, gate count, patron counts, HEAT tickets, and other measures of activity to determine appropriate staffing levels and hours of operation.
2. Inventory current equipment, space needs, and physical layout at service desks.
3. Examine the adequacy of educational opportunities for service point personnel to improve quality and accuracy of answers provided.
4. Explore innovations in technology and communications at HSLIC service points.
5. Create a written report of recommendations and possible implementation solutions.

Goal 2

Improve the quality of health care for New Mexicans by removing information barriers encountered by health care providers. Organize, manage, and broker an economical health information package to New Mexico health care providers.

Strategies

1. Develop a business plan for a health information brokering entity. The plan will include results from an environmental scan of similar state-wide products, a demographic analyses of target customers, an overview of legal considerations, a plan for seeking outside funding from private entities or governmental agencies, a list of possible pilot audiences for resource testing, a list of preliminary resource package offerings with levels of costs depending on participant numbers, and an outline of how the resources will be organized and delivered to the customer, including a projection of HSLIC staffing and technology impacts.
2. Perform tasks approved from the business plan in Strategy 1. The tasks are to apply for relevant funding opportunities, create a brokering entity according to the UNM Office of University Counsel recommendations, establish business and accounting operating procedures consistent with UNM Purchasing requirements, establish an agreement with a pilot audience, organize and distribute resources to the pilot audience and refine offerings according to feedback.
3. Develop a marketing plan to promote the resources to a state-wide audience of health care providers.

Goal 3

Create a comprehensive plan for aligning and integrating all user accounts to UNM standards as developed by the UNM Identity Management (IdM) task force. Use these standards to improve usability and security of HSLIC resources. Comply with legal, licensing, regulatory and policy requirements for enabling and disabling accounts.

Strategies

1. Define common terms.
2. Create an ongoing list of features that IdM should deliver for users.
3. Create documentation outlining HSLIC-managed account standards for end users, current to future.
4. Evaluate internal needs for IdM; compliance, security, resource allocations.
5. Define standards for directory data, public and private.
6. Develop public key infrastructure (PKI) strategy to promote digital signatures and encryptions.
7. Create list of other opportunities for IdM integration, such as physical security, badge system, and financial transactions.

Goal 4

Align HSLIC resources, processes, and policies in support of the HSC Clinical and Translational Sciences Center (CTSC) and more efficient utilization of HSLIC IT and informatics resources for research.

Objective A

Leverage the establishment of a new CTSC program at the HSC to create a center within HSLIC for support of and research on scholarly communication activities within the CTSC and throughout the HSC.

Strategies

1. Develop a marketing plan that includes a semiotic analysis of the term “scholarly communication” for the purposes of determining a less esoteric alternative that would be more easily recognized and understood by the non-librarian.
2. Develop a strategy for author involvement by creating an advisory committee of people from Academic Affairs, HSC investigators, UNM intellectual property counsel and others who can provide feedback on this committee’s initiatives from multiple perspectives.
3. Create a proposal funded through the CTSC and HSLIC for a new group in HSLIC that would provide and coordinate scholarly communication activities (support, research, and planning).
4. Identify HSLIC resources needed to implement the priorities set by HSLIC faculty to support the NIH Public Access Policy.
5. Promote the adoption of open access publishing including institutional repositories, copyright management and open access journals by the HSC community of scholars.

Objective B

Create a process that will improve the manner and efficiency with which CTSC and HSC investigators work with HSLIC faculty and staff when developing HSLIC IT tools and informatics strategies in support of their research.

Strategies

1. Design a flow chart/time line model of the CTSC research process that will include the identification of institutional resources, stakeholders, and an illustration of critical milestones.
2. Develop a text-based CTSC research process specification that complements the flow chart/time line model.
3. Submit a draft of the model and its associated text to appropriate research and planning bodies in the HSC for feedback.
4. Create an education plan and develop next steps.

Goal 5

Plan the library of the future for UNM West in support of the HSC Mission.

Strategies

1. Engage in fact finding about UNM plans for UNM West, including key partners and stakeholders. Fact finding should include learning what HSC planning has already accomplished.

2. Generate options for services (including distance and hospital services), staffing, licensing, IT and computer services.
3. Evaluate options and generation of recommendations of preferred choices.
4. Develop outlines of potential services based on recommendations.

Goal 6

Create a leading-edge educational environment that supports HSC educational programs through the development of an organizational structure, policies and procedures, and promotional activities needed to operate the Domenici Center as a new service of HSLIC.

Strategies

1. Identify the organizational structure, mission, and roles to support the Domenici Center.
2. Write the policies and procedures to operate the service.
3. Propose budget necessary to operate the service.
4. Develop promotional and user materials (e.g., FAQ, website, brochure, user guides, signage).
5. Develop user satisfaction and feedback mechanisms.
6. Orient and train HSLIC employees.
7. Orient and train HSC faculty and staff.
8. Coordinate with Scheduling Software task force, by one task force member serving on software task force.
9. Provide support for dedication activities, as needed (TBD).

Objective A

Implement an HSC Classroom-Event Management (CEM) system.

Strategies

1. Determine HSC classroom and event space owners and scheduling needs and ensure candidate systems meet those needs.
2. Coordinate cross campus business process owner involvement, build consensus, and ensure that proposed system meets or can be integrated/expanded to meet campus wide business process needs.
3. Continue the vendor/system selection process and produce a unified system recommendation that addresses the needs determined in Strategies 1 and 2. Assist in the negotiation of an HSC/Vendor CEM system licensing agreement as needed.
4. Manage the deployment and start-up of the CEM system. Identify system ownership and operational roles and responsibilities.
5. Coordinate the development of a training program for space owner, end user, and administrative community constituents.
6. Coordinate and develop a training program for systems and technical support groups.