

HEALTH SCIENCES LIBRARIES STRATEGIC PLAN

The LHSL and WHSIC work collaboratively with the USD School of Medicine and Division of Health Sciences (USDSMHS) to provide world-class educational and research opportunities for undergraduates, graduates, faculty and staff pursuing careers in health science and medicine. It is the libraries' role to participate as well as to support in these efforts.

In this Strategic Plan, the libraries have included their strategies following the School of Medicines strategies to *reinforce* the collaborative, supporting nature of their relationship to the School.

Academic Excellence

Goal 1.1

Be recognized among the best liberal arts institutions in the country for undergraduate/graduate teaching and learning resulting in graduates who are citizens well-prepared to make a positive contribution to our world.

Strategy 1.1c Examine, and revise as necessary, the undergraduate curriculum, including a focus on the first year, to ensure that learning outcomes are integrated-both within the disciplines and with general education-and aligned with the goals and breadth of a liberal arts education.

Action 1. LHSL/WHSIC: Gain national recognition for quality online and print resources, instruction, and access services to USDSMHS students, faculty, and researchers to address changing teaching and learning information needs.

Action 2. LHSL: Expand document delivery services and options.

Goal 1.2

Strengthen graduate and professional programming to a breadth and rigor characteristic of Carnegie Doctoral/Research Extensive institutions.

Strategy 1.2a Increase doctoral-level programming in a deliberate manner that builds on the strengths of the University.

Action 1. Implement the Physician Scientist (MD/PhD) Program by establishing an interdisciplinary academic home for translational and clinical science research.

Action 2. LHSL/WHSIC: Collaborate with the USDSMHS departments participating in the Physician Scientist program to identify arenas of research and develop the resources and services to support them.

Strategy 1.2b Add and strengthen other graduate and professional programming that is responsive to the needs of students, the state, and the region.

Action 1. Foster leadership by developing a service, teaching and research focused program based upon an integrated basic science and clinical science curriculum enhancing pre-medical and medical education and career opportunities.

Action 2. LHSL: Expand document delivery services and options.

Action 3. WHSIC/LHSL: Build complementary collections, expertise, and services designed to enhance an integrated educational approach to undergraduate, graduate, and medical and health science education on all USDSMHS campuses.

Action 4. WHSIC/LHSL: Participate in the design and teaching of research components at the undergraduate, graduate, and post-graduate levels.

Action 5. WHSIC: Develop and provide quality consumer health information resources to support the patient care initiatives of the USDSMHS.

Goal 1.3

Increase significantly learning, retention, and graduation through the creation of a culturally and intellectually diverse environment that supports and engages all students through the integration of rich academic and social experiences.

Strategy 1.3b Create an environment that fosters a desire for life-long learning and that prepares baccalaureate students for graduate and professional education.

Action 1. WHSIC/LHSL: Collaborate with faculty to fully integrate library-supported Web-based and face-to-face instruction programs designed to build and strengthen lifelong learning skills.

Action 2. WHSIC/LHSL: Participate in the research components of the medical and health science education programs designed to identify and assess evidence-based medical literature and practice.

Strategy 1.3c Embrace diversity in all aspects, with special recognition to the Native American heritage of our state and region.

Action 1. Continued evaluation and enhancement of existing, as well as the development of new diversity initiatives:

- *Observed Structured Clinical Exam (OSCE)*
- *ASNIYA*
- *INMED*
- *Colloquium Weeks x 3*
- *Cultural Immersion Week*
- *Multidisciplinary Team Workshop*
- *Healer's Art*
- *Global Health Opportunities*

Action 2. LHSL/WHSIC: Continue the support and development of the USDSMHS diversity initiatives, including the Native American Health Information Partnership (NAHIP), management of SD BRIN library database resources, and library support of the Global Health IdeA Theme.

Research and Creative Activity

Goal 2.1

Conduct competitive research and creative activity comparable to that at the smaller Carnegie Research/Doctoral Extensive institutions.

Strategy 2.1a Develop specific research and creative centers in a deliberate manner that is consistent with the financial and human resources of the University.

Action 1. Develop and expand relationships with external research partners to increase overall research funding.

Action 2. LHSL/WHSIC: Provide research infrastructure by aligning library funds, services, and resources with expanded research programs.

Strategy 2.1b Develop a campus infrastructure, faculty development programs, and external relationships supportive of a competitive research environment.

Strategy 2.1c Recruit and develop a faculty that reinforces the ideal of integrating competitive research/creative activity and student learning.

Strategy 2.1d Promote interdisciplinary research and creative activity.

Action 1. Collaborate with our external and internal research partners to expand the research infrastructure.

Action 2. LHSL/WHISIC: Improve the formal collection management and review process.

Action 3. LHSL/WHISIC: Improve availability and access to quality full-text databases and information resources to support research initiatives.

Goal 2.2

Create a process and infrastructure to foster research aligned with South Dakota's 2010 Initiative for economic development.

Strategy 2.2a Increase doctoral-level programming in a deliberate manner that builds on the strengths of the University.

Action 1. Implement the Physician Scientist (MD/PhD) Program by establishing an interdisciplinary academic home for translational and clinical science research.

Action 2. LHSL/WHISIC: Collaborate with the USDSMHS departments participating in the Physician Scientist program to identify arenas of research and develop the resources and services to support them.

Institutional Positioning

Goal 4.1

Ensure the University is portrayed appropriately and to all key constituents.

Strategy 4.1a Create an integrated campus-wide marketing communications plan that includes tactics to manage our relationships with such constituents as: prospective and current students and their parents, high school guidance counselors, peer institutions, media, alumni, donors, current and

prospective employees, the Board of Regents, legislators, community members, and third-party rating agencies.

Action 1. Through shared resources, enhance the University institutional positioning by establishing a SOM marketing communications plan furthering collaborative efforts between the University and the School of Medicine.

- *Three-year Transition with USD Alumni Association/USD Foundation*
- *Recruited Major Gifts Officer*
- *HR Integration*
- *High School Visits*
- *Promote SOM Branding*
- *Collaboration with the University in their undergraduate recruitment program for potential medical students*

Action 2. LHSL/WHsic: Ensure coordination between the ID Weeks Library and the Health Sciences Libraries.

Action 3. LHSL/WHsic: Integrate the libraries in the active recruitment and retention of quality undergraduate, graduate, and post-graduate students in the USDSMHS.

Funding and Resource Development

Goal 5.1

Ensure that adequate resources are in place to fund operations over the next five years.

Strategy 5.1a Identify the financial resources needed to implement strategic plan goals.

Action 1. LHSL/WHsic: Identify funding resources needed to acquire and maintain quality information resources to support the Mission of the USDSMHS

Strategy 5.1b Identify the state funds, tuition and fees, grant funds, USD Foundation funds, university funds and other sources needed to finance strategic plan goals.

Action 1. Secure the financial resources to adequately support current operations and advance the SOM strategic plan initiatives.

- Continue to build and nurture relationships with our financial partners, including University allocations*
- Increase scholarships for medical students*
- Expand SOM research infrastructure dollars through increased allocations of in-directs*

Action 2. LHSL: Request the allocation of a portion of in-directs to support library infrastructure.

GOAL 5.2

Provide an attractive, welcoming physical campus with facilities, libraries, equipment, and other infrastructure that support institutional goals.

Strategy 5.2a Provide the resources and support necessary to maintain and update existing facilities, technology infrastructure and equipment.

Action 1. LHSL: Actively assess and pursue the relocation of the Lommen Health Sciences Library to the USDSMHS Vermillion campus.

Organizational Effectiveness and Change

Goal 6.1

Define and develop a high performance culture that values strong leadership, sound planning, and excellent execution, leading to the achievement of goals and distinction for USD.

Strategy 6.1a Identify and define the core competencies of leadership.

Action 1. Expand the application of medical professional competencies throughout the continuum

Action 2. Develop a comprehensive mentoring program

Strategy 6.1c Attract, retain, support and develop a high-performing and diverse staff to complement similar efforts for faculty recruitment and retention.

Action 1. LHSL/WHISIC: Attract, retain, and develop progressive, critical thinking library administrators, faculty, and staff

who are actively involved in the library community and create greater opportunities for continuing education and professional development for the Health Sciences Libraries' staff and faculty.

- Action 2. LHSL: Procure funding for a professional librarian faculty position to increase reference and instruction services in support of expanding research and diverse educational programming to a complex and geographically disparate clientele.*
- Action 3. LHSL/WHISIC: Increase representation and membership on USDSMHS management teams and committees.*
- Action 4. LHSL/WHISIC: Plan and implement coordinated services at all campuses to support students and faculty throughout their careers with the USDSMHS.*
- Action 5. Design and implement broad and rigorous professional assessment tools to evaluate the effectiveness of SOM leadership.*