# ROBERT B. GREENBLATT, M.D. LIBRARY

## ANNUAL REPORT
## 2006/2007

### MEDICAL COLLEGE OF GEORGIA
Augusta, Georgia
30912-4400

David N. King, Ph.D.
Associate Director/Professor

Tamera P. Lee, M.L.S.
Director of Libraries/Professor

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**Highlights**

More than 1 million visits were made to the Library Web pages in FY07, an increase of 44% from FY06.

The MCG community consulted a record 400,000 full text journal articles in FY07.

The MCG community conducted 126,000 searches of the Library's educational, research and clinical databases in FY07, an increase of 53% from FY06.

The Library added 500 new online resources in FY07, increasing access to 3,800 online journals and 160 electronic books.

*FindIt@MCG* was implemented, a Library systems enhancement that enables quick and easy retrieval of the complete text of journal articles directly from PubMed and other database citations.

DynaMed, an evidence-based resource with clinical summaries of 2,000 topics and systematic literature surveillance of 500 key journals, was added as a point of care tool with remote access.

More than 180 MCGHI clinicians attended formal presentations at noon conferences, small group sessions, and scheduled demonstrations of Library resources.

Responsible Literature Searching modules were developed under a grant sponsored by the Association of American Medical Colleges to educate researchers in finding quality information, especially for research proposals.

The Library planned and prepared content for the Georgia Go Local project, an electronic directory of health providers throughout the state with priority focus on the needs of rural communities.

An endowment to the Greenblatt Library in the amount of $10,000 was contributed by Xytex Corporation in memory of its founder and MCG Professor Emeritus Dr. Armand Karow.

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**Introduction**

"There is no transition to a new information-rich world, there is only adaptation to the continual change that has become the hallmark of that world." – G. Ebbett

Libraries represent the confluence of a variety of technical areas from informatics to professional practice involving services to the public. Early digital library efforts mostly focused on bridging some of the gaps among the disparate fields. Most current digital library systems today are content-centric, motivated by the need to organize and provide access to data and information. They concentrate on storage-centric functionality, mainly offering static storage and retrieval of information, concentrating primarily upon material that is traditionally found in libraries.

Some visionaries believe that the digital libraries of the future will evolve toward a true knowledge commons. These commons will be environments that impose no conceptual, logical, physical, temporal or personal borders or barriers on content. They will be person-centric, motivated by need to provide novel, sophisticated, and personalized experiences to users. They will concentrate on communication and collaboration functionality, facilitating intellectual interactions on themes that are pertinent to their contents, with storage and retrieval being only a small part of such functionality. They will be indispensable tools in the daily personal and professional lives of people, allowing all to advance their knowledge, profession and role in society. They will be accessible at any time and from anywhere and will offer a user-friendly, multi-modal, efficient and effective interaction and exploration environment.

The path from digital library to knowledge commons is not clear. Some see Web 2.0 as the avenue of greatest opportunity. Others see it as a progression of small, natural enhancements of existing systems with each new functionality affording greater usefulness.

Early in 2007, the Association of College and Research Libraries published a report of the top ten assumptions about the future of academic and research libraries [*C&RL News*, April 2007, 68(4)].

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 of librarians will continue to evolve in response to the needs and expectations of the changing populations (students and faculty) 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 customers and consumers, expecting high-quality facilities and services.
8. Distance learning will be an increasingly more common option in higher education.
9. Free public access to information stemming from publicly funded research will continue to grow.
10. Privacy will continue to be an important issue.

The importance of these assumptions is not that they posit some profoundly visionary future that may eventually take shape, but that they embrace the changes occurring around us and view them not only as adaptations to the inevitability of change, but as opportunities for creating, day by day, the best possible resources and services for the MCG community.

Greenblatt Library remains at the confluence of the myriad tributaries of knowledge, technology, and service that are essential for discovery, dissemination and application of knowledge of human health and disease.

This report highlights significant activities, changes and outcomes of the Library's operational environment during the past year, and discusses some of the information-related trends affecting the Library and the MCG community.

**SECTION 1. Executive Summary**

*Personnel*
The Library recruited an Associate Director, Dr. David King, who arrived in April with prior experience at New York Academy of Medicine, University of California San Francisco, Texas Medical Center, and the National Children's Advocacy Center. A Virtual Services Librarian, Tom Cutshall, from the University of Georgia started in January, ensuring dedicated Web expertise and to contribute to build-out of the virtual library.  Sandra Canham arrived from the University of Florida as Education Services Librarian in February.  Christina Yau from Radford University took office as the Library's new Systems Librarian in June.

Library faculty and staff participated in more than a dozen conferences and attended workshops and training activities that advanced their knowledge. Faculty and staff served on Library and campus committees and several contributed as officers, editors and committee members for regional and national organizations.

*Collections and Resources*
The GETSM (**G**eorgia, **E**mory, **T**ech, **S**tate, **M**CG universities) consortial license for the expanded ScienceDirect Freedom Collection was launched. Key journals published by medical societies were removed from the ScienceDirect platform in 2007; however, Greenblatt Library negotiated access to these important medical journals, such as the *Lancet*. The Springer and Wiley licenses were renewed and updated with new journals acquired since previous licensing negotiations.

The number of full-text books available in the health sciences is increasing. Unlike traditional paper texts, which can be paid for once and placed on the shelf for perpetual use, the acquisition of electronic texts is by subscription. The licensing and recurring costs associated with acquisition of e-books presents significant challenges for libraries, both in regard to recurring costs and the technical aspects of providing access. However, the benefits of online availability of electronic texts to the MCG community are substantial.

The transition to electronic texts is among the most important current endeavors of the Library. A book weeding project, begun in 2002, was completed. All publications in the collection were examined and evaluated for currency, authoritativeness, relevance to MCG programs, historical importance, research value, frequency of use, and physical condition.

A total of 27 new electronic books and 456 new online journals were added to the collection. Online books added to meet the needs of graduate studies and basic research included: *Current Protocols in Cell Biology* (Wiley) and *Current Protocols in Molecular Biology* (Wiley).

The license for Ovid was renewed and selected titles were added to it. In response to needs of Library users for retrospective content, the Library licensed Ovid's Lippincott Williams & Wilkins (LWW) Journal Legacy Archive, containing more than 3 million pages of archival research from over 200 journals in nursing, medicine, and healthcare.  This one-time purchase enhanced the depth of journal holdings for this publisher.

A total of 12,111 items were removed from the circulating book and reference collections during the four years of the project. A number of these items, identified as having historical value for the collections as a whole, were re-cataloged and located in a newly created historical reference collection (126 linear feet of material).

An inventory of the audiovisual section of Library materials also was completed. Out-of-scope titles and items in non-supported formats were withdrawn from the collection. Tapes were viewed for quality and non-functioning items discarded. In all, 53 items were removed from the collection. A list of topic areas with outdated materials was developed and will be used to guide future purchases in these subjects. As a first step, in collaboration with the School of Nursing, 5 new DVD titles were added.

The license for *STAT!Ref,* an electronic collection of texts, was renewed and expanded to almost 70 titles in areas of allied health, dentistry, medicine and nursing. Among the new *STAT!Ref* titles is *Red Book: 2006 Report of the Committee on Infectious Diseases*. *Red Book* contains a composite summary of current American Academy of Pediatricians recommendations concerning infectious diseases in and immunizations for infants, children, and adolescents.

DynaMed, an evidence-based point of care tool designed for patient care in the clinical setting, was acquired. DynaMed provides clinically organized summaries for nearly 2,000 topics, through a process of systematic literature surveillance of 500+ key medical journals. Additional key advantages of DynaMed are remote access, ICD-9 coding, daily update of topics, PDA version, and physician CE credit. The subscription to another point of care tool, UpToDate, was discontinued at the end of 2006 until funding and access issues could be resolved.

The Micromedex license was renewed by the publisher through 2012 via the Thomson Healthcare Academic Program. Micromedex provides access to authoritative and comprehensive pharmaceutical and drug information for the academic community.

In order to improve accessibility, the publications of the American Nurses Association were re-cataloged and integrated into the circulating book collections. The same process was initiated with publications of the National League for Nursing.

A SOLINET microfilming project to preserve crumbling print materials of historical research value was completed early in FY07. Film quality concerns resulted in a quality review of 280 reels of microfilm that were the outcome of this project. When cataloged, masters of 140 reels will be housed in Historical Collections and Archives and circulating copies (140 reels) will be housed with the Library's microfilm collection.

Bibliographic records for monographic series did not migrate well from the old online catalog into Voyager. Analytical linking that tied these monographs to their associated series was broken, which meant that they could not be effectively searched using the online public catalog. Voyager records were reviewed to determine the extent of the problem and develop a strategy for addressing it.

The Library continued to lead a pilot for development of the MCG Knowledge Repository, which will provide support for effective scholarly communication within and external to the MCG community. It also will serve preservation and publishing of MCG institutional materials such as data sets, learning objects, and electronic dissertations and theses.

GALILEO added a significant number of new databases this year across a broad spectrum of subjects. The most relevant health databases added were Medica Latina, ProQuest Nursing and Allied Health Source and Consumer Health Complete. The drug information database Clinical Pharmacology was phased out by EBSCO and was replaced by Lexi-PALS integrated drug information within the HealthSource Consumer and HealthSource Nursing/Academic Editions.

In April 2007, the Georgia Online Database (GOLD) service implemented an electronic transfer program for reimbursement payments. This allows GOLD payments to be automatically deposited into the Library's accounts on a quarterly basis. Document Delivery and Business Services collaborated on implementation of GOLD electronic transfer.

Processing the HCA's Sydenstricker collection continued and was approximately 40% complete by end of FY07. The archival assistant collaborated with Dr. Laura Mulloy, Department of Medicine, to provide a reproduction of the Sydenstricker portrait in support of the recent re-activation of the Sydenstricker Society. She also met with Dr. Mulloy and members of the Sydenstricker family to interpret manuscript materials and images from the collection. Finding aids for the Raymond P. Ahlquist, M. D. and Curtis G. Hames, Sr., M. D. collections were completed during the year and added to the Library's Web site.

*Services*
Library faculty provided instruction to MCG students, faculty and staff in both online and face-to-face environments to assist patrons in developing skills to find appropriate health information for teaching, research and patient care. The Library expanded online instructional programs to meet the needs of distance education students and provide 24/7 access to information discovery tools. A new class was developed to assist nursing staff in finding health information resources for Spanish-language patients.

Library faculty integrated evidence-based searching principles in two nursing research courses. Distance students were provided with online tutorials and librarians assessed the students' ability to perform MEDLINE and Internet searches. A second class held on-campus also included face-to-face instruction for nursing students. Feedback indicated that both methods of instruction could be used effectively to improve student health information literacy. Existing instruction programs in the School of Medicine were adapted to include online tutorial information for the students, an instructional method increasingly critical with additional remote clinical campus sites.

The School of Dentistry requested both face-to-face and online instruction for their students in the dental research class. Small group sessions were held to allow for hands-on practice and a series of exercises were conducted to develop health information-seeking skills. Instructional material was placed online to assist students in preparing for the assessment of their MEDLINE search skills. The Outreach Services Librarian served as co-instructor for the School of Allied Health online public health informatics course, providing online sessions and assessment of searching skills. In addition, Library faculty continued to provide face-to-face instruction for several programs including physical therapy, respiratory therapy, physician assistants, and occupational therapy. This in-person approach focused on evidence-based health care, evaluation of resources and using EndNote for scholarly writing.

The Library continued to participate in campus functions for sharing knowledge. The Library hosted two major events, the Student Open House and the annual Technology Fair. The *FindIt@MCG* feature of SFX and the McGILL system for document delivery request management were featured and demonstrated. The Library also was represented by a Content Management Medical Library Specialist and an Education and Information Services faculty member at the Employee Awareness Fair.

The Clinical Information Librarian provided instruction and assistance to the MCGHI community by attending morning reports, rounds, and addressing reference questions at the point of need. Formal presentations at noon conferences, scheduled demonstrations of Library resources and

small group sessions were provided routinely, reaching 180+ clinicians in the hospital setting. The Clinical Information Librarian served as primary instructor for handheld device instruction.

Library faculty had a key role in the MCG Student Educational Enrichment Program (SEEP) by serving as instructors for the pre-college students research paper class. The students attend six sessions in the Library to develop their skills in refining a topic, finding resources, and consolidating information sources in the development of a paper. The students provided papers to the Library faculty used in overall assessment of their educational experience. Library faculty also provided an orientation to Library resources for the college students participating in the SEEP program.

The Library began collaboration with the libraries of University of South Carolina and Medical University of South Carolina to examine possible avenues for advancing clinical translational services in the region. The first product of the effort at MCG was creation of an extensive guide to resources on evidence-based practice, which was added to the Library's Web site.

Library faculty fulfilled the institutional mission of improving health care for Georgia citizens by providing instruction beyond the MCG community. Library faculty participated in heath information literary instruction for the 65+ nationwide MCG CE dental implant maxi course attendees. Librarians provided an introduction to PubMed searching, assistance in locating full-text resources, and Library services at their home sites.

The primary access point for CINAHL via Ovid will be changing at the end of the calendar year, as Ovid will no longer have a license for CINAHL. CINAHL access will only be available through GALILEO after December 31, 2007. In preparation for this move, the Library began teaching classes on the new EBSCO interface to new nursing and allied health students. A direct link to CINAHL was placed on the Library Quick Links menu to facilitate access to this key resource. Announcements about the forthcoming interface change were made at Academic Council, placed on the Library Web site and in School of Nursing publications.

The tutorial page on the Greenblatt Library Web site was revised and content was organized by application and discipline for ease of access. Additional tutorials were developed using Flash and Captivata software to provide a more interactive approach to instruction via online materials. The new tutorials were organized into brief content blocks to allow for self-paced user learning and 24/7 access to instruction. The tutorials were developed for key medical databases including MEDLINE and CINAHL.

The Responsible Literature Searching modules were revised to reflect the addition of DynaMed and the SFX service for linking to full-text journals articles within medical databases. Visual enhancements were added to accommodate multiple learning styles; each module can stand alone or be reviewed in sequence as needed by the researcher. A web template was designed to incorporate the content in the Library Web site and to facilitate linking from appropriate MCG Web pages. A reference section and links to Library liaisons were added to provide additional resources for learning.

GIL Express services were continued this year with a 20% increase in usage levels. This service allows MCG patrons to obtain any text held by the 36 University System of Georgia institutions without cost. GIL Express greatly expands the MCG community's access to information resources throughout the state.

MCG Library participated in planning and content preparation for the Georgia Health Go Local project, an electronic directory of health providers throughout the state. Go Local is a federally-funded initiative to link users of NLM's MedlinePlus consumer health information Web site to health services and providers in their local community. The health needs of rural Georgia communities were the highest priority in the initial phase of development.

Library faculty contributed to the institutional mission of improving health care for Georgia citizens by providing instruction beyond the MCG community. Library faculty presented instruction on medical information and National of Library of Medicine resources to faculty and students at Augusta State University and Southern Polytechnic University. HIV/AIDs information was presented to caregivers, and instruction on use of handheld clinical tools was presented to the Georgia Department of Public Health, Division of Emergency Medicine.

*Technology*
A Web Development Committee was formed with representatives from the Library departments to guide enhancement of the Library's Web site and Web 2.0 development. The committee will also be responsible for overseeing implementation of an Intranet for the Library and redesigning the Library's newsletter.

Wireless access continued to be a major service point for our users; an increasing number of students, faculty and staff brought their own laptops and wireless PDAs into the Library. The ability to access Library resources and integrate the information into their personal computers was greatly valued by the MCG community.

The transition of the Library's Web presence from an internally managed server into MCG's ITSS server environment was a slow and difficult process. Migration of the Library Web site from its old hardware to a new server was begun, but technical issues delayed a service implementation.

SFX, a link resolver designed to get Library users from retrieved citations in their online databases of choice to the full text of cited articles in as few steps as possible, was rolled out. *FindIt@MCG* was implemented, a Library systems enhancement that enables quick and easy retrieval of the complete text of journal articles directly from PubMed and other database citations.

The Library actively participated in the Metalib Pilot project of the GALILEO Upgrade. The project was designed to enhance the use of electronic resources by enabling federated searching (i.e., simultaneous searching of multiple databases through a single interface). A proof-of-concept implementation will be deployed initially in order to evaluate and customize MetaLib for local implementation in FY08.

Automated systems used by Content Management continued to be upgraded. Since each system directly or indirectly interacted with others, an upgrade in one system created a domino effect, requiring adjustments or upgrades to related systems. An example of this was the expansion of the International Standard Book Number (ISBN) to 13 digits, which caused necessary changes in OCLC's Connexion system used for Library cataloging, and in GIL Voyager. Library system upgrades completed or underway at the end of FY07 included: Docline; ILLiad, Voyager and the Library Web site.

With the departure of the Library's GIL site coordinator, a business plan was developed to move the server to the University of Georgia. This resulted in significant improvement in service level

quality and technical systems administration and coordination. MCG's instance of GIL Voyager joined other hosted instances on a UGA server. The GIL II server sent from MCG was freed up to run MetaLib at OIIT in Athens in anticipation of the needs of the GALILEO MetaLib Pilot project, which kicked-off in Spring 2007.

The server on which DDPM's McGILL system resided was transferred during the year from the system vendor, Atlas in Virginia Beach, Virginia to OCLC in Dublin, Ohio. OCLC now provides "vendor-side" systems administration and hosting services for ILLiad/McGILL. A new color printer was purchased to enhance document delivery services for Library resources.

*Facilities*
A major renovation was completed in electronic classroom 149 to upgrade the equipment and increase usage by the MCG community. Three new additional computers were purchased to expand the seating capacity to 12 students; this increase allowed the two other classrooms to be used for larger groups. All of the computers were hardwired to improve access to the MCG network. A new projector was installed to improve the images projected by class instructors and an instructor podium was added to facilitate a more ergonomic teaching environment.

The first floor space was redistributed to increase study area space for students. A major weeding of the reference collection was completed reflecting the increasing access to online medical texts. The resulting shift of shelving space resulted in the addition of four new study tables for students. A storage room was cleared and converted into a study room, resulting in a total of five small/individual study rooms on the first floor.

The second floor computer workstations were relocated adjacent to the windows to provide more natural lighting for their use. This move also freed floor space for two additional study tables. Chairs were purchased to increase the seating available on both the first and second floors.

New photocopiers were provided to improve the quality and speed of copying services for students. Three machines were centrally located adjacent to the information desk, with an additional machine on the second floor by the journal stacks. The machines use the MCG Express printing/copying service, with one machine reserved for coins for non-MCG patrons.

New lighting was installed in the Library learning commons to raise the light level and provide a more ergonomic computing area. Additional lighting was installed at the Library information desk to improve the visibility of computer screens when Library staff address questions from our patrons.

The first floor server room was converted into a conference room for the MCG community to seat 12-15 people. This increased the total to three Library conference rooms, which provide flexibility in scheduling groups and small break-out sessions as needed.

**National and Global Trends**

Trend: The NIH initiative to reengineer the clinical research enterprise (i.e., the transformation of clinical and translational science) reconceptualized and redeployed important NIH priorities and established national leadership.
Impact: The strategic thinking of academic health sciences institutions is increasingly framed in CTS form. Strategic regional collaboration between MCG, USC, and MUSC was pursued, including collaboration between the libraries, aimed at optimizing services and collections.

Trend: Digitization projects, such as Google Library and Open Library are proliferating and taking hold. A growing number of libraries are engaging in publication and distribution of e-content.
Impact: Publishers are by beginning to integrate journals and digitized books into offerings that previously were devoted to a single type of material, or by allowing their content to be exposed through Google. Major research libraries are scanning special collections and out-of-copyright print materials, making it possible for scholars to browse them on the Internet. A business model enabling users to order bound, printed copies of these resources via a fast affordable print-on-demand service has emerged.

Trend: Electronic book publishing is the emerging market in publishing. The number of electronic texts available in the health sciences has increased significantly, with publishers searching for marketing models to capture library customers. Unlike traditional texts, bought once for perpetual use, the e-book model of publishers is subscription based.
Impact:  Libraries and consortia are experiencing increased workloads. Both libraries and consortia are gearing up to deal with acquisition and management of e-books. Libraries are seeking ways to continue journal subscriptions and add e-book subscriptions within limited budgets.

Trend: Second-tier publishers, following the lead of first-tier publishers, are bundling content in order to create attractive volume products and prop up less successful titles. Professional societies, smaller publishers and foreign publishers are depositing their titles with aggregators or with larger publishers who aggregate into bundles. The number of paper journals continues to decline.
Impact: Fewer disparate systems can lead to reduced complexity for libraries and users. Selectivity in building library collections can suffer with subscription budgets committed to bundles rather than individual titles. However, more titles are accessible through dependable Web sites like SpringerLINK, ScienceDirect, Nature Publishing, and Journals@Ovid, rather than through poorly-functioning independent sites.

Trend: The pressure on publishers to provide open access to funded research has increased with U.S. Congress and European government scrutiny. New open-archiving models designed to allow open access publication while keeping individual authors captive are being explored by publishers. New cost-recovery and profit models that will facilitate open access are being developed.
Impact: Publications derived from federally-funded research will be accessible more quickly. However, a shake-out period will require that publishers resolve the economics of operation. The impact on viability and pricing of titles remains uncertain.

Trend: More journal publishers are becoming Counting Online Usage of Networked Electronic Resources (COUNTER) compliant. The COUNTER Code of Practice identifies those statistics that are widely agreed upon by publishers and purchasers of content as most meaningful when usage is measured.
Impact: The Code standardizes and brings consistency to the recording and exchange of online usage statistics.

Trend: Publishers increasingly use "impact factor" measures in marketing and pricing titles. Libraries have begun searching for alternative measures, including development of a data-driven value measure, to guide acquisitions.
Impact: Libraries can be expected to devote more time to impact analysis, assessing price versus value, negotiating licenses, and exploring access alternatives.

Trend: Institutional pricing models continue to change, as publishers seek to protect and enhance revenues. Price-by-negotiation continues to increase its hold on the market.
Impact: The Library seeks to minimize the impact of pricing changes by leveraging consortial relationships, rapidly researching and implementing cost-effective alternatives and new serial portfolio "mixes," and offsetting extreme price increases through portfolio juggling.

Trend: Enhancement of Library technologies continues with movement to sophisticated linking systems and emergence of federated searching.
Impact: The Library continues to collaborate with Georgia's research libraries to develop and refine its systems through the SFX link resolver and the MetaLib project.

Trend: New needs of electronic journal management, largely unsupported by traditional online library information systems, have resulted in the emergence of new electronic resource management system products.
Impact: The Library engaged in the GALILEO Verde Pilot project, which began evaluating the adoption of Verde, an electronic resource management system, by GALILEO and the University System of Georgia.

Trend: Software functionality increasingly allows direct push of content, e-resource links, and e-journal table of contents into library catalogs and course management software.
Impact: Library users increasingly will be able to find needed content at point of use. Journal articles and books will be available through enhanced library catalogs.

**Local Trends**

Trend: Total Library Web page views increased 33%.
Impact: More students are using this resource both on and off campus. The increase in students in the School of Medicine and the increase in distance Students in the School of Nursing could account for this.

Trend: Requests for in-house reference usage increased by approximately 25%.
Impact: While more students may be using off-campus resources, they still need guidance in using Library resources. Many students call for guidance and passwords when off-campus.

Trend: Database usage continues to increase, with Ovid sessions up 31% and Web of Knowledge sessions up 60%.
Impact: The School of Nursing has increased the number of research courses, which has led to more classes in database searching and more students searching in all classes. While Ovid is the main database interface shown, there have also been requests for the teaching of Web of Science and Web of Social Science.

Trend: GIL Express requests are up about 20% and lending is up 10%.
Impact: Increasing familiarity, popularity and marketing of the program may account for this increase.  A statewide increase also occurred.

Trend: Library users increasingly expect journal backfiles to be available electronically. The availability of e-books has increased demand for online subscribed texts.  Many new faculty at MCG requested additional resources to support their programs.
Impact: Budgets continue to be a balancing act for most health sciences libraries, including MCG.

**Section 2: High-level Achievements**

MCG Accreditation Processes
Library faculty played a key role in preparations for accreditation for the School of Allied Health and the School of Medicine. Library faculty served on the Council on Education for Public Health accreditation committee for the Masters of Public Health Informatics program. Library faculty served as a liaison on health information resources for the site visit of the Joint Review Committee on Education in Diagnostic Medical Sonography. Library faculty served on the Educational Resources subcommittee for the Liaison on Medical Education Committee that will culminate in a 2008 site visit. A database of questions was completed to assist the LCME committee on determining MCG strengths and weaknesses.

Evidence-Based Practice
Three initiatives led to development of a more comprehensive set of resources and tools pertaining to evidence-based practice. Library faculty reviewed available evidence-based practice resources as part of MCG collaboration with MUSC and USC on clinical and translational science. The clinical point-of-care electronic resource, DynaMed, was made available for health professionals throughout MCG and off campus. The Clinical Information Librarian developed a pathfinder on evidence-based resources for the MCG community.

MetaLib Research and Development
The Library actively participated in Phase II of the GALILEO Upgrade. Members of Content Management staff served on the GALILEO MetaLib Pilot Project teams. MetaLib will enable searches across multiple databases simultaneously, thus reducing the variety of different interfaces and search strategies required to identify resources from individual databases.

Go Local Project
Library faculty advanced the MCG mission to improve the public health by participating in the development of the Georgia Web site for the National Library of Medicine's Go Local project. The Go Local project will link Georgia citizens to local resources for information about health services, including area hospitals, physicians, nursing homes, support groups, and health screening providers. The initial emphasis of the project has been on the health needs and services of rural communities. Library faculty indexed more than 275 records for this initiative.

Georgia Health Professionals
The AHEC librarian completed a redesign of the Georgia Career Health Web site that is dedicated to increasing the health professions workforce in Georgia and encouraging a more evenly distributed and ethnically diverse workforce. The new site provides quick access to basic information such as career descriptions, financial aid, employment opportunities and common questions. More detailed information is provided to students seeking to develop a career path and adults to explore continuing education opportunities. Guidance is available for individuals seeking resources for careers including medicine, nursing, mental health, pharmacy, dentistry and allied health.

Compact Disk Tutorial
The AHEC librarian and the Clinical Information Librarian collaborated to develop a CD-based tutorial for AHEC students and preceptors. The tutorial covers three Ovid databases and includes voice narration for each slide to reinforce learning. The modules are divided into smaller sections to facilitate self-paced learning. Specific modules include using MeSH in MEDLINE and searching the EBM Reviews databases and CINAHL. The CDs were distributed to each AHEC. The tutorial was also posted on the Statewide AHEC Network Web site.

Verde Pilot
Content Management staff actively participated in the Verde Pilot Project. Verde will improve electronic resource management processes through more effective tracking of e-resource licensing information and resource usage, while enabling more rigorous cost/product trade-off analysis.

Institutional Repository
In a collaborative effort with ITSS, work on the MCG Knowledge Repository pilot continued. D-Space was adapted to MCG's technology infrastructure. Researcher pages were created and pre-publication workflow of the School of Graduate Studies was analyzed to determine feasibility of incorporating these into the D-Space application. Planning was initiated for configuration of D-Space for collections and communities.

Historical Exhibit
With staff of the Department of Family Medicine and a museum services consulting firm, Historical Collections and Archives planned and co-hosted the Hames exhibit and reception. The museum-caliber exhibit, which remains on display in the HCA Reading Room, was viewed by over 90 people, including members of the Hames family and former colleagues and associates of Dr. Hames.

## SECTION 3: Strategic Planning

### Teaching
1. Recruit, retain, and develop high quality Library staff
    1.1. An Associate Director, Education Services Librarian, Virtual Services Librarian and Systems Librarian were recruited through national searches.
    1.2. Staff actively participated in development activities, meetings and conferences.

2. Provide value-added education information resources
    2.1. Software was incorporated to create interactive educational tutorials for clinical databases.
    2.2. Responsible Literature Searching modules were revised and a Web site design template was developed for addition to the MCG Web site.
    2.3. Clinical Information Librarian trained hospital-based clinicians and researchers in searching techniques for evidence-based health care information and provided reference services at point of need.
    2.4. Library faculty provided customized instruction in both the online and face-to-face environments for the MCG community.
    2.5. Historical Collections and Archives co-sponsored the successful Hames exhibit and reception and continued to arrange exhibits and create public displays, and conduct tours of the collections for individuals and groups.
    2.6. More than 1800 non-subscribed serials were added through GETSM negotiated access to Elsevier's Freedom Collection.
    2.7. Finding aids for the Raymond Ahlquist and Curtis Hames collections were completed and added to the Library Web site.
    2.8. Instructional materials were made available in WebCT and the Library Web site for 24/7 access to assistance in finding health information.

3. Increase and integrate a sustained program of applied health information literacy within all curricula
   3.1. The Library continued to assess the information literacy skills of the School of Medicine students; instruction was provided online and in person.
   3.2. Two School of Nursing classes incorporated evidence-based medicine searching principles into Library instruction; students were required to complete MEDLINE and Internet as a portion of the class grade.
   3.3. The research design class for dental students included an online and in-person instructional component; students complete three graded Library exercises.
   3.4. Library faculty member served as instructor in public health informatics online class with five sessions; a graded assessment of information seeking skills was included.
   3.5. E&I provided classroom instruction on use of EndNote and also served as the primary contact point for EndNote technical issues.

4. Provide and maintain state-of-the-art facilities and technologies for meeting change and usage patterns in support of educational needs
   4.1. New lighting was installed in the Library Learning Commons to improve visibility and usefulness of area.
   4.2. New microfiche machine was purchased to facilitate access to historical items.
   4.3. New server and printer were installed in the Library Learning Commons to improve printing services for students.
   4.4. New color printer was purchased to enhance document delivery services for Library resources.

5. Improve MCG and MCGHI faculty, clinician, resident, and staff knowledge of information resources and information seeking skills and behaviors
   5.1. The Clinical Information Librarian taught evidence-based medical informatics.
   5.2. Handheld instruction was a key service with the Clinical Information Librarian as lead instructor.

6. Provide parity of access and instruction to MCG and MCGHI remote users and distant learners
   6.1. Web-based tutorials were made accessible from Web site or via WebCT classes.
   6.2. Outreach librarian scheduled instructional sessions at clinical campus sites.
   6.3. Library faculty provided instruction to distance students using WebCT software.
   6.4. All databases were available for remote access via the Library proxy server.
   6.5. GIL Express allowed MCG patrons to request texts from any University System of Georgia library without charge; and use of this service increased substantially.

7. Serve the health information needs of unaffiliated local and state healthcare professionals, consumers, and patients
   7.1. Library faculty taught classes on EndNote and evidence-based medicine to Georgia health sciences librarians.
   7.2. Library faculty taught medical information classes at Augusta State University and Southern Polytechnic University.
   7.3. Library faculty taught PDA class to Georgia Department of Public Health Emergency Medicine Department.
   7.4. Library provided access to four computers for the public and non-affiliated health professional for in-house use of Library resources and GALILEO databases.
   7.5. Outreach librarian promoted MCG resources by attending community health fairs.

7.6. Library faculty participated in indexing Web sites for the Georgia Health Go Local page which will direct consumers to local health resources.

**Research**
1. Involve Library faculty in research and scholarly activities and share our expertise with colleagues and professional organizations and institutions
    1.1. Several faculty taught classes at librarian state association meetings.
    1.2. Faculty members served on professional association committees at state, regional and national levels.
    1.3. The Serials Librarian was approved for senior level membership in the Academy of Health Information Professionals, a credential denoting the highest standards of professional competency and achievement in the field of health care information management.

2. Provide effective and efficient information resources to basic science and clinical/applied researchers specializing in the MCG research priority areas
    2.1. Collaboration with Savannah River National Laboratory use ongoing, allowing researchers access to our key health information databases and online journals.
    2.2. Collaboration with MUSC and USC provided services for the new clinical translational science program.
    2.3. Library resources in genetics/genomics and nursing and public health were evaluated, and budget projections were determined for acquisition of e-books and journals to support the clinical translational sciences program.
    2.4. Library faculty provided information on Library services to MCG International Post-Doctoral Program Coordinator.
    2.5. Requests for journal access or instructional needs were communicated with Library liaison for MCG researchers.
    2.6. Vendor usage statistics and *Journal Citation Reports* were analyzed to redirect resources for selected research areas.

3. Represent MCG research information needs by advocating for fair access to the electronic resources provided by publishers and vendors and engaging in new scholarly communication trends
    3.1. Library faculty represented MCG research information needs by advocating for fair access to the electronic resources provided by publishers and vendors and engaging in new scholarly communication trends.
    3.2. Departmental personnel included information regarding PubMed Central free access journal articles in instructional sessions.
    3.3. Faculty members participated in a pilot project to establish an institutional repository at MCG.
    3.4. Library staff participated on the GALILEO Knowledge Repository Working Group and its associated Interface Working Group.
    3.5. Library faculty members educated researchers as to the cost of obtaining full text and the benefits of access to grant funded research.

4. Expand access to Historical Collections resources and programs for institutional and historical research
    4.1. Finding aids for the Ahlquist and Hames collections were completed and added to the Library Web site.
    4.2. Historical Collections and Archives provided historical images and other resources including research services to several MCG departments.

4.3. Historical Collections staff provided assistance to faculty and researchers working on individual projects, and researchers from outside the MCG community seeking information for genealogical and/or scholarly historical research.

5. Conserve, promote, and make accessible unprocessed collections
    5.1. Several significant collections were processed and finding aids created.
    5.2. A project was initiated to move and integrate publications of the American Nursing Association and the National League for Nursing into the Library's circulating collection.

**Service**
1. Support an infrastructure that incorporates new and emerging technologies, creating a user-preferred source of available information resources
    1.1. Library faculty continued to update and maintain links to key health information resources for the Web site.
    1.2. A Library Web Committee was created to guide continuing development of the Library Web site.
    1.3. The Library coordinated news announcements with Content Management to promote new services on the Library Web site.
    1.4. Library faculty participated in reviewing the proposed interface for the new MetaLib search interface.

2. Provide quality access and information assistance that meets the changing needs and usage patterns on MCG and MCGHI users
    2.1. Increased access to online instruction by embedding Library resource guides into student WebCT courses.
    2.2. Developed tutorials to incorporate sound and different learning styles for our users.
    2.3. Continued to provide customized instruction and consultation to MCG community.
    2.4. Provided instruction and technical support for using PDAs in the health care setting.
    2.5. Continued to adapt existing instructional tools for use in the online environment.

3. Champion, promote and publicize Library programs, resources, and services
    3.1. The Library exhibited new Library resources and presented Library resources and technology advances at the MCG Technology Fair.
    3.2. Library liaisons met with faculty and administrators to keep MCG community current on pertinent Library resources and services.
    3.3. Library faculty hosted a welcome for new students to highlight clinical tools and methods for accessing MCG full-text articles.
    3.4. Library faculty participated in MCG house staff orientation, staffing an exhibit table to familiarize new residents with Library resources and services.
    3.5. Important changes and news were announced via the plasma display and on the Library Web site's "In the Spotlight" feature.

4. Support information for healthcare planning and decision-making related to patient- and family-centered care
    4.1. The Clinical Information Librarian was appointed to Leadership Academy, Patient and Family Centered Care.
    4.2. Library faculty provided evidence-based information and research assistance in clinical settings by face-to-face contact, email, and phone.
    4.3. The Library faculty provided several instructional sessions at noon conferences and informal small group settings.

4.4. Research grant opportunities were investigated for the MCG Center For Patient & Family Centered Care.

5. Champion collaboration and strengthen liaisons throughout the campus and MCGHI communities
   5.1. The Library sustained an active liaison program, maintaining periodic contact with faculty members to provide updates on Library resources.
   5.2. Library faculty served on multiple MCG faculty committees, creating opportunities for contacts beyond assigned liaison area.
   5.3. Faculty participation in campus-wide events such as MCG Technology Fair, MCG Research Fair, and MCG housestaff orientation increased awareness of Library resources and services.
   5.4. Direct feedback from MCG faculty was solicited regarding new databases, product trials, and potential collection additions.

6. Develop an ongoing cycle of quantitative and qualitative needs assessments to ensure fulfillment of user needs and expectations
   6.1. Suggestions for new journals or electronic resources were evaluated by Content Management for consideration.
   6.2. Library faculty used trial periods to test and evaluate new health information databases.
   6.3. Subscriptions were analyzed to detect opportunities for trading little-used entitlements for unsubscribed titles with greater use potential.
   6.4. The Library assessed user feedback for guidance on improvement of resources and services for the MCG community.

**SECTION 4: Institutional Effectiveness**

Evidence-Based Resources
A pathfinder on evidence-based practice improved access to clinical resources for MCG community, and contributed to the Library's collaboration with MUSC and USC to improve resources in the area of clinical translational sciences.

Point-of-Care Resources
DynaMed, an evidence-based clinical point-of-care resource with clinical summaries of 2,000 topics and systematic literature surveillance of 500 key journals, was added to the Library's growing collection of high-impact resources especially to support all Schools and provide remote access.

Journal Backfiles
Journal subscriptions continued to be studied to enable the most effective and extensive access for the largest number of MCG affiliates. The large and important LWW Legacy Archive Collection was purchased to increase access to journal backfiles.

Evidence-Based Texts
An assessment of point-of-care databases that include clinical texts complemented an effort to identify and assess evidence-based practice texts. The resulting list will contribute to additions to the collection in this crucial area.

Library Technology Development
The GALILEO SFX Pilot project supported more effective access to electronic resources. The project enabled the introduction of the Library's *Find It@MCG* service, which eases access to full

text journal articles identified through searches of databases like PubMed. The Library is actively participating in Phase II of the GALILEO Upgrade (MetaLib and Verde), which will further support enhanced access to information resources through federated searching and enhanced electronic resources management and administration.

Family and Patient Centered Care Support
The Clinical Information Librarian conducted searches of grants and funding databases to identify opportunities for the MCG Center for Family and Patient Centered Care.

Consortial Benefits
Special licensing and funding through GALILEO enabled the Library to provide users with full text resources beyond the Library's current collection, including for example, full text resources in nursing & allied health sciences, the *Mental Measurements Yearbook*, top U.S. newspapers, and important business databases.

Distance Education
Library faculty developed and taught new classes to meet the needs of distance students participating in classes within the MCG consortium partnership for the doctorate of physical therapy degree. The Outreach Librarian taught sessions on evidence-based health care principles at North Georgia State University and Armstrong Atlantic State University. The Outreach Librarian also presented a Library orientation to MCG clinical faculty at Phoebe Putney Health System.

Public Service
Through Georgia's participation in the National Library of Medicine's MedlinePlus "Go Local" initiative, health consumers in rural areas throughout Georgia will have access to better information about their local health professionals, hospitals and clinics, and community services.

Technology Transitions
The GIL Voyager server was moved to the University of Georgia, which enhanced server support and operation of a system for access to Library services and information on resources. The transition of the Library's Web server from an independent stand-alone machine to the ITSS cluster environment was initiated.

# Appendix A

**LIBRARY STATISTICS FY07**

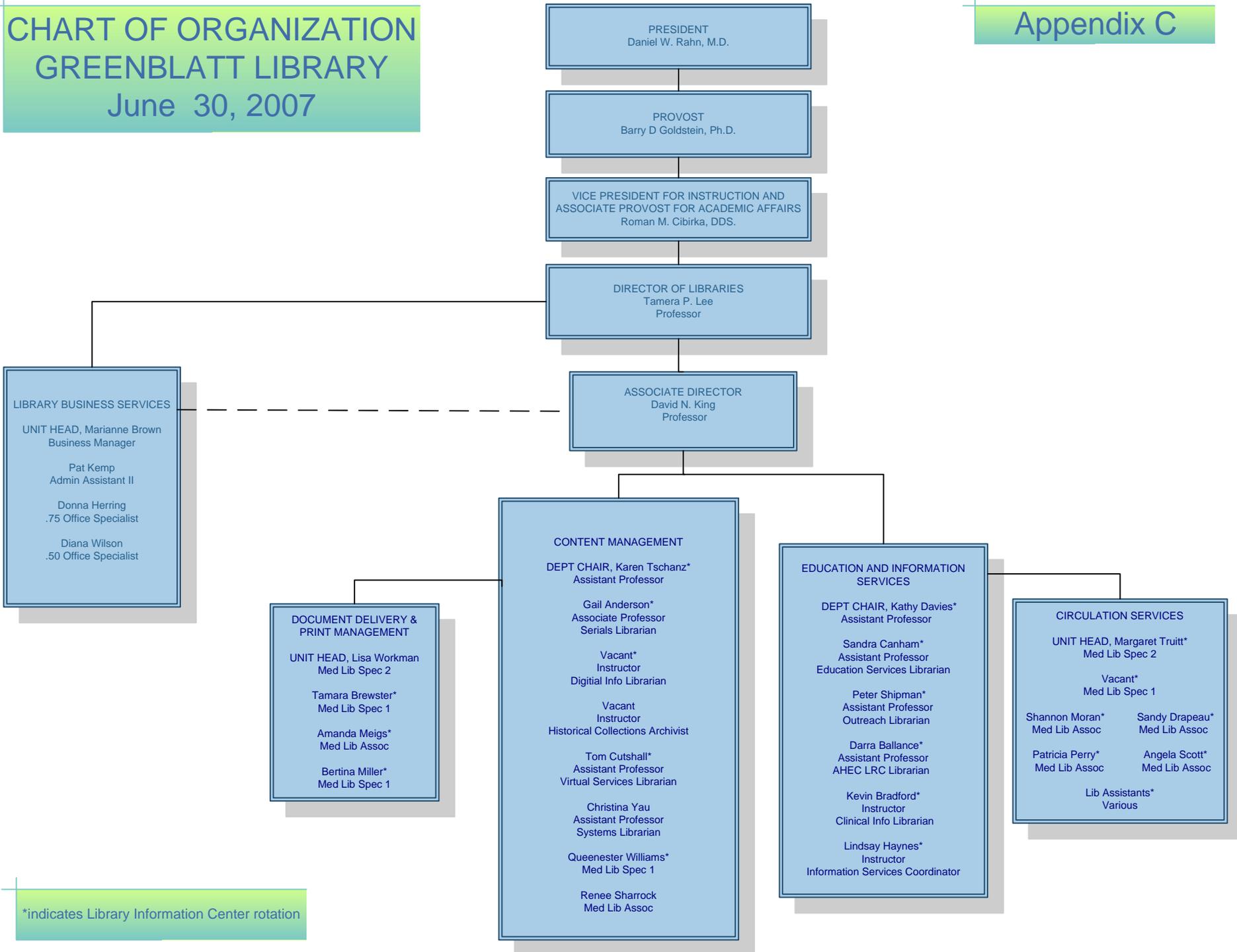|  | **FY06** | **FY07** | *% change* |
|---|---|---|---|
| **COLLECTIONS** | | | |
| Volumes, Print | 164,138 | 164,984 | *0.5* |
| Titles, Print | 42,704 | 42,804 | *0.2* |
| Added Volumes, Print | 2,429 | 1,753 | *-27.8* |
| Serial Titles Total (unique & in-scope) | 3,528 | 3,984 | *12.9* |
| Archival linear feet total | *125* | *127* | *1.6* |
| | | | |
| **SERVICES** | | | |
| Hours Open per week | 98 | 98 | *0.0* |
| Attendance | 203,563 | 176,337 | *-13.4* |
| Circulation | 22,620 | 21,598 | *-4.5* |
| ILL--Borrowed | 1,441 | 984 | *-31.7* |
| ILL--Loaned | 6,681 | 5,308 | *-20.6* |
| Reference Requests (total) | 7,320 | 9,690 | *32.4* |
| Education Contact Hours | 243 | 217 | *-10.7* |
| Education Sessions | 136 | 123 | *-9.6* |
| Education Attendees | 2,060 | 1,889 | *-8.3* |
| | | | |
| **ELECTRONIC RESOURCE USE** | | | |
| Research/Clinical Databases | 82,297 | 125,711 | *52.8* |
| Full Text journals accesses | 385,901 | 399,699 | *3.6* |
| Library Web site Page Views | 770,399 | 1,108,080 | *43.8* |

# Appendix B

PERSONNEL AND RESTRUCTURING ACTIONS FISCAL YEAR 2007

| POSITION TITLE | WORKING TITLE FY 06 | FTE FY06 | FY06 DEPT | ACTION | ACTION DATE | WORKING TITLE FY 07 | FTE FY 07 | FY07 DEPT | NAME |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | |
| **FACULTY** | | | | | | | | | |
| Assoc Prof Emeritus | N/A | N/A | N/A | Retirement | July 31, 2006 | Assoc. Prof. Emeritus | 0.49 | Administration | Dennison |
| Assistant Professor | Academic Librarian | 1.00 | Acad Librarian | Retirement | July 31, 2006 | Assistant Professor | 1.00 | Acad Librarian | Creelan |
| Assistant Professor | N/A | N/A | N/A | Appointment | January 18, 2007 | Virtual Services Librarian | 1.00 | Content Mgt | Cutshall |
| Assistant Professor | N/A | N/A | N/A | Appointment | February 15, 2007 | Education Services Librarian | 1.00 | Edu & Inform | Canham |
| Professor | N/A | N/A | N/A | Appointment | April 1, 2007 | Associate Director | 1.00 | Administration | King |
| Assistant Professor | N/A | N/A | N/A | Appointment | June 1, 2007 | Systems Librarian | 1.00 | Content Mgt | Yau |
| | | | | | | | | | |
| **STAFF** | | | | | | | | | |
| Office Specialist | Office Specialist | 1.00 | Bus. Services | Resignation | August 11, 2006 | Office Specialist | 0.50 | Bus. Services | Davis |
| Office Specialist | Office Specialist | 0.50 | Bus. Services | Appointment | September 25, 2006 | Office Specialist | 0.50 | Bus. Services | Feehley |
| IT Specialist 1 | IT Specialist 1 | 1.00 | Content Mgt | Resignation | October 27, 2006 | IT Specialist | 1.00 | Content Mgt | Tan |
| Med Lib Specialist 1 | Med Lib Specialist 1 | 1.00 | Edu & Inform | Resignation | October 31, 2006 | Med Lib Specialist 1 | 1.00 | Edu & Inform | Cooks |
| Office Specialist | Office Specialist | 0.50 | Bus. Services | Resignation | November 14, 2006 | Office Specialist | 0.50 | Bus. Services | Feehley |
| Office Specialist | Office Specialist | 0.50 | Bus. Services | Appointment | February 13, 2007 | Office Specialist | 0.50 | Bus. Services | Wilson |
| Med Lib Specialist 1 | Med Lib Specialist 1 | 1.00 | Edu & Inform | Appointment | March 1, 2007 | Med Lib Specialist 1 | 1.00 | Edu & Inform | Dearborn |
| Med Lib Specialist 1 | Med Lib Specialist 1 | 1.00 | Edu & Inform | Termination | June 15, 2007 | Med Lib Specialist 1 | 1.00 | Edu & Inform | Dearborn |

# CHART OF ORGANIZATION
# GREENBLATT LIBRARY
## June 30, 2007

Appendix C

**PRESIDENT**
Daniel W. Rahn, M.D.

**PROVOST**
Barry D Goldstein, Ph.D.

**VICE PRESIDENT FOR INSTRUCTION AND ASSOCIATE PROVOST FOR ACADEMIC AFFAIRS**
Roman M. Cibirka, DDS.

**DIRECTOR OF LIBRARIES**
Tamera P. Lee
Professor

**ASSOCIATE DIRECTOR**
David N. King
Professor

**LIBRARY BUSINESS SERVICES**

UNIT HEAD, Marianne Brown
Business Manager

Pat Kemp
Admin Assistant II

Donna Herring
.75 Office Specialist

Diana Wilson
.50 Office Specialist

**DOCUMENT DELIVERY & PRINT MANAGEMENT**

UNIT HEAD, Lisa Workman
Med Lib Spec 2

Tamara Brewster*
Med Lib Spec 1

Amanda Meigs*
Med Lib Assoc

Bertina Miller*
Med Lib Spec 1

**CONTENT MANAGEMENT**

DEPT CHAIR, Karen Tschanz*
Assistant Professor

Gail Anderson*
Associate Professor
Serials Librarian

Vacant*
Instructor
Digitial Info Librarian

Vacant
Instructor
Historical Collections Archivist

Tom Cutshall*
Assistant Professor
Virtual Services Librarian

Christina Yau
Assistant Professor
Systems Librarian

Queenester Williams*
Instructor
Med Lib Spec 1

Renee Sharrock
Med Lib Assoc

**EDUCATION AND INFORMATION SERVICES**

DEPT CHAIR, Kathy Davies*
Assistant Professor

Sandra Canham*
Assistant Professor
Education Services Librarian

Peter Shipman*
Assistant Professor
Outreach Librarian

Darra Ballance*
Assistant Professor
AHEC LRC Librarian

Kevin Bradford*
Instructor
Clinical Info Librarian

Lindsay Haynes*
Instructor
Information Services Coordinator

**CIRCULATION SERVICES**

UNIT HEAD, Margaret Truitt*
Med Lib Spec 2

Vacant*
Med Lib Spec 1

Shannon Moran*
Med Lib Assoc

Sandy Drapeau*
Med Lib Assoc

Patricia Perry*
Med Lib Assoc

Angela Scott*
Med Lib Assoc

Lib Assistants*
Various

*indicates Library Information Center rotation

**FACULTY AND STAFF ROSTER**

| Name | | Start Date | Department | Title |
|---|---|---|---|---|
| **Faculty** | | | | |
| Anderson | Gail | 12/01/78 | Content Management | Associate Professor |
| Ballance | Darra | 03/01/06 | Area Health Education Center/AHEC | Instructor |
| Bradford | Kevin | 02/15/05 | Education & Information Services | Instructor |
| Canham | Sandra | 02/15/07 | Education & Information Services | Assistant Professor |
| Cutshall | Tom | 01/18/07 | Content Management | Assistant Professor |
| Davies | Kathy | 06/15/01 | Education & Information Services | Assistant Professor |
| Haynes | Lindsay | 06/15/06 | Education & Information Services | Instructor |
| King | David | 04/1/07 | Library Administration | Professor |
| Lee | Tamera | 09/15/98 | Library Administration | Professor and Director of Libraries |
| Shipman | Peter | 11/15/00 | Education & Information Services | Assistant Professor |
| Tschanz | Karen | 05/01/06 | Content Management | Assistant Professor |
| Yau | Hiu | 06/01/07 | Content Management | Assistant Professor |
| **Staff** | | | | |
| Brewster | Tamara | 10/25/99 | Content Management | Medical Library Specialist I |
| Brown | Marianne | 04/01/99 | Library Business Services | Business Manager |
| Drapeau | Cassandra | 11/21/05 | Education & Information Services | Medical Library Associate |
| Herring | Donna | 08/18/97 | Library Business Services | Office Specialist |
| Kemp | Patricia | 09/15/04 | Library Business Services | Administrative Assistant II |
| Meigs | Amanda | 10/04/04 | Content Management | Medical Library Associate |
| Miller | Bertina | 01/24/93 | Content Management | Medical Library Specialist 1 |
| Moran | Shannon | 06/17/02 | Education & Information Services | Medical Library Associate |
| Perry | Patricia | 03/27/06 | Education & Information Services | Medical Library Associate |
| Scott | Angela | 11/06/05 | Education & Information Services | Medical Library Associate |
| Sharrock | Renee | 04/26/04 | Content Management | Medical Library Associate |
| Truitt | Margaret | 03/13/78 | Education & Information Services | Medical Library Specialist 2 |
| Williams | Queenester | 05/19/80 | Content Management | Medical Library Specialist 1 |
| Wilson | Diana | 02/13/07 | Library Business Services | Office Specialist |
| Workman | Lisa | 01/20/86 | Content Management | Medical Library Specialist 2 |

# Appendix E

**PUBLICATIONS UPDATE**

Joubert, Douglas and **Lee, Tamera**. Empowering your institution through assessment:  A study of four analytical questions developed by the AAHSL task force on qualitative assessment. *Journal of the Medical Library Association* 95:46-53, (January) 2007.

**King, David**. *The impact of methamphetamine on children: A selected, annotated bibliography.* Huntsville, AL: National Children's Advocacy Center. Professional bibliographies series, no. 3, 2006 http://www.nationalcac.org/professionals/library/biblio.html

**King, David**. *The psychological impact of natural disasters on children: Selected resources on diagnosis and treatment.* Huntsville, AL: National Children's Advocacy Center. Professional bibliographies series, no. 4, 2006 http://www.nationalcac.org/professionals/library/biblio.html

**King, David**. *Multidisciplinary teams and collaboration in child abuse interventions: A selected, annotated bibliography.* Huntsville, AL: National Children's Advocacy Center. Professional bibliographies series, no. 5, 2006 http://www.nationalcac.org/professionals/library/biblio.html

**LIBRARY PERFORMANCE METRICS AND ASSESSMENTS**
**2006-2007**

The Library Management Council developed the following performance metrics in accord with MCG strategic initiatives. Specifically these will support significant progress toward an enhanced infrastructure for the Medical College of Georgia and align institutional resources with its mission. Assessment was conducted in June 2007.

**Budget**

*Need: As one of MCG's top strategic priorities is to become a premiere health sciences institution (upper half of respective peers), significant growth in the Library's total recurring dollars is needed to be in the corresponding percentage of medical school libraries.*

Current: As illustrated in the composite health sciences library published in the 28th edition of the *Annual Statistics of Medical School Libraries in the U.S. and Canada*, MCG is 38% below the mean. Ranking number 62 (n=125) amounts to $ 2,930,978.

|  | Total Recurring Expenditures |  | Variance |
|---|---|---|---|
| Medical College of GA | (n=1) | $ 2,243,698 |  |
| *Composite Health Sciences Library | (n=125) | $ 3,096,921 | - 38% |
| Ranking # 62 | (n=1) | $ 2,930,978 | - 31% |

*The Composite Health Sciences Library is constructed from the means for selected growth and activity counts published in the 28th Edition of the *Annual Statistics of Medical School Libraries in the U.S. and Canada*.

Metric: Place Library in upper half of peer group (ranking #62) through an additional recurring allocation of $ 687,280.

Assessment: The 29th edition of *Annual Statistics of Medical School Libraries in the U.S. and Canada* shows an MCG expenditures increase of $70,575 (3%), while the Composite Health Sciences Library expenditures increased by $252,430 (8%).

**Personnel**

*Need: Faculty are needed in areas of administration, virtual library development, cataloging and digital information, education services and historical collections.*

Current:  Faculty attrition has created knowledge, skill, and service gaps in several areas. Two national searches are underway and three other faculty positions are vacant.

Metric: Actively recruit for open positions and fill with the most qualified people.

Assessment: Four faculty members were recruited through national searches, including Associate Director, Systems Librarian, Virtual Services Librarian and Education Services Librarian (position title change). Former Education Coordinator was promoted to Chair of Education and Information Services.

*Need: Create a rewarding work environment that will encourage commitment and dedication while recognizing a general trend of shorter retention cycles for personnel.*

Current: The Library faculty and staff are diverse in age, race, and working styles. Members of the current workforce, particularly the younger generations, view themselves as mobile. Faculty turnover is high.

Metric: Create focus groups to identify the opportunities for individual growth and fulfillment that match our diversity and enhance work/life balance. Develop skills and workflows to minimize effects of turnover.

Assessment: The Library Management Council shared ideas about generational diversity, listened to an MLA audiotape on the topic and participated in a follow-up discussion, identified and reviewed relevant resources, and consulted with departmental staff to assess ideas early in FY08. An annotated topical bibliography was developed as a staff resource and new resources were selected for acquisition.

*Need: The Library is challenged to keep up to date amidst rapidly changing technological, business and sociological environments. Especially as a learning organization, the Library needs to ensure a positive training and continuous learning experience for employees as internal customers.*

Current: Gaps and inconsistencies have been identified by new employees.

Metric: Conduct needs assessments for employee training and staff development.

Assessment: The Library Management Council conducted a SWOT analysis of faculty and staff development and training and identified top ten action items. Formal needs analysis was integrated into annual performance review and the employee orientation process. Local and regional continuous education classes were actively promoted.

*Need: The Library needs to strengthen communication of current information among the Library Information Center staff.*

Current: Information is communicated verbally and by the use of occasional group emails to announce changes or new procedures.

Metric: Collaborate with the digital services and/or virtual services librarian and ITSS to create a knowledge base (e.g. wiki, intranet) of key information to serve our users and staff more effectively.

Assessment: Electronic resources team defined process for informing staff and ITSS about downtime and outages related to library systems and resources. Planning was initiated to develop a staff blog for the Library Information Center. The Library Information Center (LInC) procedures manual was updated as a staff reference.

*Need: The Library needs to explore emerging electronic initiatives while managing print resources and collection development activities effectively.*

Current:  Knowledge in the areas of collection development, digital archiving, metadata and archives is being lost through attrition.

Metrics:  Continue to develop job descriptions and align recruitment strategies to reflect the emerging digital collection needs. Continue to review workflow to incorporate emerging needs with traditional priorities.

Assessment:  Job descriptions for Systems Librarian and Virtual Services Librarian were re-engineered. Three existing positions were reviewed and evaluated for new roles within an electronic environment. Initiated documentation of content management serials workflow to streamline procedures.

## Collections

*Need:  Electronic books need improved access and promotion.*

Current:  Electronic books are not easily updated or identified for the web page.

Metric:  Improve the organization of the ebooks webpage. Create a single database for maintaining ebook information that can be used to populate multiple access points (e.g. GIL and AtoZ).

Assessment:  Added titles of e-book collections Stat!Ref and NCBI to A-Z electronic resource online index and added a link for Stat!Ref on the existing e-books web page.  The e-book marketplace transitioned toward increasingly specialized aggregate collections and an environment not currently conducive for a single point of access.

*Need:  The Library contributes longitudinal statistical data to national organizations, including the American Association for Health Sciences Libraries (AAHSL).*

Current:  Data collection to meet changing internal and external needs is convoluted. AAHSL is pursuing many new ideas of collecting and distributing national statistics.

Metric:  Streamline statistics collection for both external agencies and internal decision-making and reporting. Increase integrity of data through evaluation of processes and technology.

Assessment:  With the recruitment of the Systems Librarian, plans were initiated to improve methods of data collection and creation of reports from Voyager and ILLiad/McGill.

*Need:  Students frequently request audiovisual materials in DVD formats and for topics not included in the present collection.*

Current:  The Library's current audiovisual formats are outmoded. Content is outdated and no longer matches the audiovisual needs of users.

Metric:  Transition the audiovisual collection from VHS and audiocassettes to DVDs and fill gaps in content to meet educational needs.

Assessment:  Completed inventory of audiovisual collection and identified items for deselection.  Created a  topical list of areas for new acquisitions.  Test piloted nursing DVDs and added new DVD equipment in additional study rooms.  New audiovisual materials were purchased in DVD format when available.

*Need:  Users need to be able to search multiple databases simultaneously and effectively. A federated search product that complements the selected electronic resources management system and open-URL solution will provide the maximum access to local and state holdings.*

Current:  The state has implemented WebFeat for GALILEO and has planned implementation of Metalib for research institutions.

Metric:  Continue to collaborate with the state in the organization and planning of the 2$^{nd}$ phase of GALILEO upgrade, i.e. MetaLib.

Assessment:  The electronic resources team actively collaborated with MetaLib pilot team and resources, technology, interface working groups to plan a proof of concept prior to implementation.

*Need:  Electronically preserve and promote intellectual output of the MCG community.*

Current:  Theses and dissertations exist primarily in print format. Publications and other intellectual work exist in multiple formats. Much of the content is widely dispersed and controlled by publishers.

Metric:  Complete a pilot/prototype of the MCG Knowledge Repository. Market the concept vigorously to MCG community using the prototype. Determine feasibility of full production, based on assessment that includes faculty commitment to self-archive.

Assessment:  D-Space was adapted to MCG's technology infrastructure.  Researcher pages were created and pre-publication workflow of the Graduate School was analyzed to determine feasibility of incorporating into D-Space.  Planning was initiated for configuration of D-Space for collections and communities.

*Need:  The Library needs to enhance effective access to electronic serial resources, as the collection most in demand.*

Current:  The statewide infrastructure for SFX, a link resolver, has been created.

Metric:  Configure SFX for MCG resources and implement rollout of SFX to Library users.

Assessment:  SFX was launched in the fall.  The knowledge base was successfully loaded with our holdings and brought into production mode; user displays were appropriately configured for ease of use. The *FindIt@MCG* function was enabled for major GALILEO and MCG subscribed resources.  The availability and value of the service was marketed to the MCG community through instructional programs, the Library Website, plasma screen, Academic Council, and demonstrations at the Library Open House and Tech Fair.

**Services**

*Need:  The MCG community requires assistance in filtering appropriate health information from the multiple resources provided by the Library. Customized instruction needs to be available online for 24/7 access as well as live, in-person training sessions.*

Current:  The Library provides instruction using multiple methods including lecture, small group sessions, hands-on exercises, and the placement of materials in WebCT.

Metric: Develop additional tutorials and online resources with interactive components when feasible for use by students, faculty and staff. Create a method for users to assess their knowledge of Library resources available for teaching, patient care and research.

Assessment: Tutorials for MEDLINE and CINAHL were developed and the tutorial web page was re-organized. Learning assessments included online quizzes, graded search assignments, and instructional evaluation forms. One-45 was investigated for potential library application to evaluate library instruction.

*Need: Library instruction must be adapted to accommodate active learning styles.*

Current: Library instruction uses more traditional educational approaches that have worked well with previous generations. Newly enrolled students will likely come from the Generation X ranks with a pre-disposed preference for information flow.

Metric: Produce instructional materials more reflective of self-directed and group learning styles and incorporating gaming principles.

Assessment: GIL tutorials were developed using Captiva to provide a more user-integrated approach to instruction. Content was arranged in brief instructional sessions and learner participation was required to complete the tutorials. Tutorials were designed for self-directed and self-paced learning.

*Need: Researchers need an instructional tool available 24/7 to demonstrate essential components of responsible literature searching to elevate research quality and facilitate lifelong learning.*

Current: A self-paced learning module is being adapted from the Responsible Literature Searching research project, sponsored by the Association of Academic Health Sciences Libraries and U.S. Department of Health and Human Services Office of Research Integrity. A marketing plan has been developed with focus on evidence based research and close affinity with the research community.

Metric: Complete module to present high-level concepts and principles in an easy to learn manner through brief online tutorials customized to MCG specific resources. Implement marketing plan.

Assessment: The Library's educational team progressed toward advanced phases in development of a modular-based educational tool in the fundamentals of responsible literature searching for research practice. Each module covers a key area of biomedical literature including core biomedical databases, medical reference works, evidence-based medicine, citation searching, drug safety and desktop access to full-text articles. The modules include an assessment component, references for additional information and links to the Library Liaison program. A newly designed template was developed to link the modules on the Library website and promote to MCG research community.

*Need: The Library must anticipate and respond to technological advances, particularly as they apply to knowledge management, health sciences libraries and the MCG mission.*

Current: Keeping up to date with information relating to new technology and trends that would benefit the Library or the wider University community is an ongoing challenge.

Metric: Provide rotating technology lunch and learn sessions where faculty and staff can share their areas of expertise and experience. Invite guest ITSS speakers. Broadcast latest technology and knowledge management trends via the Library website and plasma board.

Assessment: Used plasma board periodically to promote library programs and resources. Facilitated state of the art microfilm/fiche reader/printer and copiers. Invited ITSS liaison to attend Library Management Council meetings on a quarterly basis to discuss IT-related library priorities. The Library continued to serve as preferred venue for the MCG Tech Fair, which facilitated learning about latest technological issues and trends.

*Need: Internal and external marketing needs strengthening to increase user knowledge and understanding of Library programs, resources and services.*

Current: Liaison assignments have been updated. A news and RSS feature has been added to the website ("In the Spotlight"). The Library print newsletter has been suspended as we plan transition to other delivery methods.

Metrics: Identify and target new and nontraditional primary users, such as incubator researchers. Develop new ways to market our programs such as creative use of plasma board and continued enrichment of the website. Explore new ways to market and deliver Library news and information electronically.

Assessment: The Library continued partnership with SRS to support collaborative biomedical research. Access was renewed and training provided for SRS library staff. "In the Spotlight" was used to promote new library resources. A Library Web committee was formed, with one of its tasks to develop an online newsletter for MCG and extended community.

**Facilities/Equipment**

*Need: Students indicated in the 2002 and 2005 iterations of LibQUAL+ that they need more individual and collaborative learning space and a more attractive and comfortable place to meet, learn and study. The Library needs an overall face-lift and renovation to include contemporary, comfortable and flexible design for the diverse needs of users and staff.*

Current: Improvements are occurring incrementally around the Library.

Metric: Complete refurbishment of a computer/information/learning commons, i.e., state of the art lighting, coffee bar, etc. Engage a planning consultant for a major renovation and refurbishment plan.

Assessment: Indirect ambient lighting was installed in the computer lab area and above the LINC desk to create more diffused lighting and optimize lighting conditions. The Library in collaboration with Auxiliary Services approved a renovation plan to convert the existing vending area into a modern coffee bar. The consultant firm of Shepley Bulfinch Richardson & Abbott of Boston was selected to create a new physical master plan with a 21st century library. Preliminary planning drafts show the Library located in the center of the proposed research and educational zones. Three conference rooms were remodeled and refurbished with state-of-the-art ergonomic seating and tables to improve and expand functionality of rooms and better meet the needs of library users. Shelving units emptied through de-selection were disassembled on both floors to create more room for student study areas. Two new public workstations were added.

*Need: The Library needs completion of remaining roof replacement.*

Current: This project is high on FY07 Major Repairs and Renovations project list for MCG. Funding is expected to be approved in October 2006 with project going out for bid in Fall 2006. Construction schedule estimate is 70 – 90 days.

Metric:  Ensure timely campus communications related to the completion of the Library roof replacement project.

Assessment:  The deadline to bid on this project was May 31, 2007 and roof replacement is expected to be completed in summer 07.  A pre-construction kick-off for this project is scheduled for June 2007 as soon as the contract is officially signed and executed with the contractor.

**LIBRARY PERFORMANCE METRICS**
**2007-2008**

The Library Management Council developed the following performance metrics in accord with MCG strategic initiatives. These will support progress toward an enhanced infrastructure for the Medical College of Georgia and align institutional resources with its mission.

**Budget**

*Need: As one of MCG's top strategic priorities is to become a premier health sciences institution (upper half of respective peers), significant growth in the Library's total recurring dollars is needed to be in the corresponding percentage of medical school libraries.*

Current: As illustrated in the composite health sciences library published in the 29th edition (FY06) of the *Annual Statistics of Medical School Libraries in the U.S. and Canada*, MCG is 31% below the mean. Ranking number 60 (n=119) amounts to $ 3,051,752.

|  | Total Recurring Expenditures | | Variance |
|---|---|---|---|
| Medical College of GA | (n=1) $ | $2,314,273 | |
| *Composite Health Sciences Library | (n=119) $ | $3,349,351 | **31%** |
| Ranking # 60 | (n=1) $ | $3,051,752 | **24%** |

*The Composite Health Sciences Library is constructed from the means for selected growth and activity counts published in the 29th Edition of the *Annual Statistics of Medical School Libraries in the U.S. and Canada*.

Metric: Place Library in upper half of peer group (ranking #60) through an additional recurring allocation of $ 737,479.

**Personnel**

*Need: Faculty are needed in areas of metadata creation/cataloging, creation of digital collections, and management of electronic resources.*

Current: Faculty attrition has created knowledge, skill and service gaps in several areas. Two faculty positions are vacant.

Metric: Actively recruit for open positions and fill with the most qualified people.

*Need: Staff needs additional methods for internal communications, information sharing and resources.*

Current: Methods of information dissemination and access to resources and documents for internal use are limited to e-mail, conversations, and regular meetings.

Metric: Create a Library intranet that includes a mechanism for sharing of information, techniques and resources.

*Need: The Library staff needs training and development programs that advance knowledge and practice amidst a rapidly changing environment.*

Current: Learning is successful when it is well shared, or creatively and practically applied. Opportunities for inter-institutional collaboration for education and practice are increasing.

Metric: Support library intern programs, participate in USG's Library Swap program and explore potential opportunities with professional education institutions.

**Services**

*Need: The MCC community needs 24/7 access to tutorials and other educational materials, especially in light of the continuing development of remote clinical campus sites.*

Current: The library has developed basic tutorials and provides links to selected tutorials created by library vendors.

Metric: Create customized tutorials and instructional materials for electronic resources to assist the MCG community in strengthening health information literacy skills.

*Need: Clinicians, researchers, and consumers require assistance in learning to utilize and evaluate publicly accessible health information resources effectively through evidence-based searching principles.*

Current:  Library instruction is focused on subscribed resources and the essentials of evidence-based practice.  Publicly available health information resources are increasingly important to clinicians, researchers, and consumers.

Metric: Develop a variety of customized instructional sessions focused on evidence-based practice searching skills using publicly accessible health information resources.

*Need:  Sustained marketing and promotion of library resources is necessary for dynamic connection with the MCG community.*

Current: The library markets through MCG promotional events, Beeper articles, and the learning commons plasma board. The library also provides an "In the Spotlight" website feature to highlight new information resources or services.

Metric:  Initiate new methods to promote library resources, services and programs.

*Need:  The library needs to remain current in implementing new technology to improve patron access to health care information and enhance service delivery.*

Current: Patrons use a vast array of technologies to access health care information. The library is exploring the potential of communication tools such as blogs and/or wikis for sharing information with the library staff and MCG community.

Metric: Employ a greater variety of technology tools to link users to health information and accommodate multiple learning styles.

**Collections**

*Need: The Library's book and media collection need to be strengthened to match MCG's educational and clinical programs. The number of current and relevant books and media needs to increase, with increased access and promotion of these resources.*

Current:  Books are available primarily in print format. Some gaps exist in the collections. The perception exists that the Library should have multiple copies of textbooks. Electronic resources tend to be more current and serve multiple users.

Metric: Evaluate and acquire e-books and media and promote their effective access and use.

*Need: Users need direct article-level access to online journal literature and other electronic resources.*

Current: The *FindIt@MCG* function of SFX is enabled for MCG subscribed resources and GALILEO. Multiple steps are required for access to online articles, especially within WebCT .

Metric: Enhance access to resources via SFX and implement new ways to embed links to Library resources at point of use.

*Need: Users need opportunities to search across multiple database platforms using federated searching.*

Current: MetaLib is in beta-test with the University System of Georgia Research Library Consortium.

Metric:  Implement MetaLib to improve the database search experience of MCG faculty, students and staff.

*Need: Video recordings of campus events, presentations, and classes contain a wealth of local knowledge, but are difficult to locate and access.*

Current: Recorded videos are scattered across the campus, and may not be maintained or formally archived.

Metric: Collaborate with Visual and Instructional Design, other ITSS staff and MCG units to explore options and potential for a MCG video archive.

*Need: The LibQual+ results indicate that users seek more collection depth through online journal backfiles.*

Current: Retrospective content is provided via print collections, document delivery and a recently acquired LWW Legacy Archive.

Metric: Support increased electronic access to retrospective content by providing at least one backfile online collection to fill existing gaps in online Library holdings.

**Facilities/Equipment**

*Need: The Library needs continued updating and refurbishment to serve the changing needs of students, faculty, and staff.*

Current: Recent improvements include replacing conference room furniture, expanding seating capacity, and adding one conference room and one small study room. Library building improvements are made incrementally.

Metric: Continue to improve the facility. Implement a coffee bar in the Vending Area.
Other priorities include updating Library Information Center desk, addressing staff work space needs, replacing old study carrels, adding more computer work stations on second floor and facilitating improvement of HVAC system.

**Donations**

**An Appreciation of the Benefactors Who Contributed to Our Success**

An endowment to the Greenblatt Library in the amount of $10,000 was contributed by **Xytex Corporation** in memory of its founder and MCG Professor Emeritus Dr. **Armand Karow**. Dr. Karow was an expert in assisted reproduction and founded the first clinical sperm bank in the Southeast at MCG. The Library was chosen as beneficiary of the gift because of Dr. Karow's love of books, his frequent use of the Library, and their shared interest in reproduction and fertility.

Donations to Historical Collections and Archives and the Library continued to be received and processed by Content Management on a limited basis. A portrait of **Curtis G. Hames, Sr.** was donated by the Hames family for addition to the Curtis G. Hames, Sr. collection. Two hundred fourteen (214) monographs on varied health sciences topics were received as a result of a bequest from the **Grady-Black** estate (MCG alumnus), 91 monographs on a variety of health sciences, psychiatry and general topics were received as a bequest of former MCG Professor of Psychiatry, **Elna Lombard** (School of Medicine, Class of 1957). **Mary Alice Lockhardt**, wife of a former MCG alumnus donated 24 early medical books belonging to her husband and some 20th century nursing books.  Also significant is a collection of Lockhardt love letters written by a young regional physician of an earlier generation to the Augusta belle of prominent family he married. **Robert Nesbit**, M.D. donated 2 monographs originally owned by Dr. **Curtis Carter** (former MCG professor).

Individuals donated single monographs for addition to Historical Collections and Archives during the year included: **Kim Davies**, Chair of Sociology, Criminal Justice and Social Work, Augusta State University (*Worth and Dignity*, Augusta State University, 2005); **George K. Stookey**, Indiana University Emerging Technologies Center (Proceedings of the 7th Annual Indiana Conference: "Clinical Models Workshop: Remin-Demin, Precavitation, Caries", Indiana School of Dentistry, 2005; **A. Bleakley Chandler**, Chairperson Emeritus, MCG (*Publications of the Department of Pathology, Medical College of Georgia, A Bibliography, 1838-2000*, Stratford Press, 2006); and, **Bowdre P. Mayes, Jr.** (*The Life of Chevalier Jackson*, Macmillan, 1938). **C.L. Bragg**, M.D., MCG Alumnus, and co-author (*Never for Want of Powder*, University of South Carolina Press, 2007), donated a copy of the monograph to HCA after having used HCA collections to research it. (The monograph highlights events in the life of Col. **George Washington Rains**, commissioned by President Jefferson Davis to build a gunpowder factory and powder mill in Augusta during the Civil War, who went on to serve as Dean of MCG from 1880-1884.)