WEILL CORNELL MEDICAL COLLEGE IN QATAR

Strategic Plan for the Distributed eLibrary

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Introduction

The foundation of the Distributed eLibrary is built upon the tradition of excellence that is the hallmark of Cornell University and the inspiration of the Qatar Foundation for Education, Science and Community Development. This inaugural Strategic Plan is created in keeping with this spirit, drawing on an environment of opportunity and experimentation.

The Distributed eLibrary aims to extend the boundaries of service. With a new and non-traditional enterprise such as this, adjustments to our initial assumptions and projections are inevitable, and we will rely on the WCMC-Q community to suggest valuable changes in focus and detail. Nevertheless, we believe that the broad outlines of the Strategic Plan are fundamentally sound and true to the goals of the founding Dean, Dr. Daniel Alonso, who first envisioned the Distributed eLibrary.

In Section I, the statements of vision, mission, and values express our sense of what is expected of us and what we expect of ourselves. Section II presents the Strategic Shell, or the broad outline of the Strategic Plan. The Shell is constructed upon four themes that grew out of the preceding statements of purpose: they are “surround” support for users, technical innovation for service, strategic collaboration, and exploration. The combination of these themes with a list of concrete goals produced, in turn, a multifaceted view of the future as seen from several angles, expressed here as desired Outcomes.

In Section III, we present the immediate tactics we propose to use to realize these Outcomes in the current Start Up Phase. The tactics are purposefully specific and designed to be both feasible and measurable. Section IV suggests our plans and ideas for future phases in the coming years, left deliberately speculative and undefined so that the eLibrary remains open and adaptive as the College grows and matures. Yet they communicate directions that we intend to travel, once we have the benefit of time and experience.

The Strategic Plan will gain greater clarity as it is operationalized in the coming months. For example, our agenda in the near term includes the task of identifying critical success indicators and benchmarks to demonstrate progress. Greater depth will also come through building awareness of, and engineering alignment with, the priorities of evolving programs and departments. Undoubtedly, this particular iteration of the Strategic Plan will be altered by a stronger and better-informed analysis of our strengths, weaknesses, opportunities, and constraints. And as students flow through the school, we know our plan will be, and should be, continuously re-shaped.

The result of our efforts will be a knowledge portal through which faculty and students, regional practitioners and international visitors, will be able to draw the best information and services available for the improvement and enhancement of medical learning, research, and clinical care in Qatar and the Middle East. We look forward with anticipation to the work ahead and, given the interest and support of our community, the successes in store.
Section I: Statements of Purpose

**Mission**

The Distributed eLibrary is a catalyst in the interaction between intellect and information for the advancement of medical knowledge and the promotion of excellence in health care.

**Vision**

In full support of the objectives of the WCMC-Q community, we will provide leadership in the establishment of a rich information environment that is service centred, deliberately digital, and collaborative.

We will achieve our mission in the service of academic, research and clinical excellence by:

- Offering a high level of expert and customized service to individuals, using a variety of tools and techniques.
- Promoting information literacy in the navigation, retrieval, management, evaluation and utilization of information resources.
- Selecting, organizing and preserving relevant and reliable scientific and biomedical information in a primarily digital environment.
- Providing usable and intuitive online access to resources wherever and whenever they are needed.
- Keeping community and dialogue within the ambit of progress.
- Negotiating the difference between tradition and innovation.

**Values**

- Collaboration
- Communication
- Foresight
- Diversity
- Quality
- Support
- Synergy
Glossary

**Backend**  The underlying hardware and software generally not seen or experienced at the user level.

**Goal**  An ambition the eLibrary strives to achieve.

**Information Literacy**  Ability to find, evaluate and use information

**Mission**  The purpose of the eLibrary.

**OPAL**  Online Public Access Library.  Refers to everything the user will see in the library software or delivered by the library on the web.

**Outcomes**  Specific measurable states to be achieved.

**Tactics**  Detailed actions to be implemented to achieve an outcome.

**Theme**  A pervasive constant in all of the work accomplished by the eLibrary.

**Values**  What the eLibrary believes is most important, underlying the services it provides.
Section II: The Strategic Shell

Theme 1: “Surround” Support for Medical Learning, Research, and Practice

Goal 1: Develop a successfully distributed reference service.

Outcome 1: Learning, research and clinical reference support is available anytime, anywhere.

Outcome 2: Reference service is an integral part of academic and clinical life.

Outcome 3: Reference service is delivered by a team equipped to offer expert assistance in all areas of the curricula as well as research, clinical and community practice.

Goal 2: Create a scholarly support infrastructure.

Outcome 1: Users have convenient access to the facilities they need to access, transfer, and store information from eLibrary resources.

Outcome 2: Customized information portfolios that encompass the broad range of available resources for faculty, staff, and clinicians are routinely developed and regularly updated with a minimum of user effort.

Goal 3: Build a highly effective information literacy component into reference service and the curriculum.

Outcome 1: Instruction is delivered using a variety of methods, including active learning to instil critical assessment skills.

Outcome 2: Learning objectives and outcomes are based on professionally accepted standards.

Theme 2: Infuse Service with Technical Innovation.

Goal 1: Construct and deliver an electronic library.

Outcome 1: The eLibrary is based on a fully functional, multimedia backend capable of delivery of information on request.

Outcome 2: Build a high quality website that provides access to library services, resources, and communications.

Outcome 3: Users have access to an enhanced catalog of primarily electronic resources, using a variety of sources.

Outcome 4: Information resources are available via electronic delivery system(s).

Outcome 5: Users have access to a complete range of information resources via a knowledge portal that organizes and customizes available information to suit individual users.
Theme 3: Think Strategically, Act Collaboratively

Goal 1: Build a strategy-based operation.

Outcome 1: Strategic planning is the backbone of accomplishment through project management and library budgeting.

Outcome 2: Reliable and economical performance measures and benchmarks provide the basis for change.

Goal 2: Build a collaboration-based organization.

Outcome 1: The organizational framework encourages staff collaboration.

Outcome 2: Strategic planning and priorities are grounded in systematic user consultation.

Theme 4: The Spirit of Exploration

Goal 1: Investigate, develop and exploit innovative technologies.

Outcome 1: Information is available in a dynamically responsive environment with just in case availability and just in time delivery.

Outcome 2: Electronic aspects of information content and learning objects are explored.

Outcome 3: Digitization needs are explored and potential projects are identified and accomplished.

Outcome 4: Relationships between eLibrary and eLearning are explored and enhanced.

Outcome 5: New academic and economic technologies are continuously reviewed for potential use and adaptation.

Goal 2: Push the limits of service and instruction.

Outcome 1: WCMC-Q librarians are known for experimentation and innovation in customer service.

Goal 3: Enhance the reputation of WCMC-Q and Qatar Foundation through professional service and communication.

Outcome 1: WCMC-Q librarians are visible in the forefront of professional service and communication.