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Sally Bowler-Hill

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UNM HSLIC Strategic Plan 2005-2007

Sally Bowler-Hill

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UNM Health Sciences Library and Informatics Center

Strategic Plan 2005-2007

Goal 1 Develop an assessment program for managers to monitor HSLIC operations and process improvement by implementing mechanisms that facilitate understanding, commitment, and accountability by all HSLIC employees, as evidenced by implementing a pilot program by January 2006.

Objective A

Define UNM and HSLIC policies that all employees are required to know.

Team Leader
RICK ADCOCK

Marcia Sletten
John Abrams
David Groth
Henry Guenther
Peggy McBride
Sarah Morley
(Mary Kerlee)

Strategy	Completion Date	Status
1 Identify existing policies that all employees are required to know.	8/1/2005	Completed.
Strategy	Completion Date	Status
2 Sub-committee to review UNM policies and create a matrix of policies for managers, supervisors, and employees.	8/1/2005	Completed.
Strategy	Completion Date	Status
3 Sub-committee to review HSLIC policies and create a matrix of policies for managers, supervisors, and employees.	8/1/2005	Completed.

Objective B

Identify standard classes that all employees are required to take.

Team Leader

RICK ADCOCK

Marcia Sletten
John Abrams
David Groth
Henry Guenther
Peggy McBride
Sarah Morley
(Mary Kerlee)

	Strategy	Completion Date	Status
1	Determine existing required classes.	9/1/2005	Completed.
	Strategy	Completion Date	Status
2	Sub-committee to review other available courses and create a matrix of required courses for managers, supervisors, and employees.	9/1/2005	Completed.
	Strategy	Completion Date	Status
3	Make recommendations to the assessment strategic planning team.	9/1/2005	Completed. Recommendations made and accepted at the November Strategic Planning Meeting. The Strategic Planning Committee recommended the team implement Objectives A, B & C.

Objective C

Develop a mechanism to ensure compliance with requirements for all HSLIC employees.

Team Leader
RICK ADCOCK

Marcia Sletten
John Abrams
David Groth
Henry Guenther
Peggy McBride
Sarah Morley
(Mary Kerlee)

	Strategy	Completion Date	Status
1	Develop a method to incorporate requirements and compliance into performance reviews.	11/1/2005	Completed.

	Strategy	Completion Date	Status
2	Develop a method to incorporate requirements and compliance into orientation.	11/1/2005	Completed.

Objective D

Develop an assessment component that measures process improvements.

Team Leader

RICK ADCOCK

Marcia Sletten
John Abrams
David Groth
Henry Guenther
Peggy McBride
Sarah Morley
(Mary Kerlee)

	Strategy	Completion Date	Status
1	Develop implementation plan for pilot group. (Includes communication, instruction and marketing materials)	11/1/2005	Completed
	Strategy	Completion Date	Status
2	Identify pilot group.	8/1/2006	Completed
	Strategy	Completion Date	Status
3	Implement pilot project.	9/1/2006	Completed
	Strategy	Completion Date	Status
4	Review pilot project effectiveness.	10/1/2006	Completed
	Strategy	Completion Date	Status
5	Create written report and recommendations.	11/1/2006	Completed
	Strategy	Completion Date	Status
6	Transition to OMT.	1/31/2007	Completed

Goal 2 To meet the expectations of our clientele and to take advantage of advanced technology, HSLIC will transition to electronically based ways of working as evidenced by re-engineering major services and changing formats and access to collections. Some strategies are already underway and others will be initiated by January 2006.

Objective A

Improve remote access to services and resources.

Team Leader

DICK CARR

Christee King

Holly Phillips

	Strategy	Completion Date	Status
1	Cancel print journals in favor of electronic journals if available.	1/1/2006	Completed. Down to 117 print titles as of January 1, 2006.
2	Recommend and fully implement a link resolver by June 2006.	5/1/2006	Completed. EBSCO Link Source selected and purchased February 2006. Implement by July 2006.
3	Implement virtual reference/chat software to expand reference, education, and distance services programs.	8/1/2006	Completed. Implemented October 2005. Partner library's difficulties with the application ensued January 2006. Reviewing options for applications by other vendors.
4	Promote use of RSS feeds through user education and implementation on HSLIC web pages.	10/1/2005	Completed. RSS feeds used in Health News page, and we advocate and explain their use on Health News via RSS web page.
5	Develop search skills tutorials for education of remote users (Library NetFlix).	1/1/2007	Operationalized. Online tutorials currently under development (RUSS + LDC) using Camtasia. Initial topics = GroupWise, CINAHL, Finding Fulltext.
6	Investigate UNM FastInfo knowledge base as possible user support mechanism.	12/1/2006	Completed.

Strategy	Completion Date	Status
7 Broaden patron payment options to include Lobocards and credit cards.	8/1/2005	Completed. LoboCards now accepted at Information Desk and by public copiers and printers. Investigating the use of credit cards for deposit account holders as well as for ILL.

Objective B

Accentuate library as place for in-house patrons.

Team Leader

DICK CARR

Ed Aalseth

Strategy	Completion Date	Status
1 Provide help/education on continuing changes in patron file storage options (e.g., USB keys, MyUNM, Luminis portal).		Completed. Patron Help Guide updated 9/2005. USB Key training completed. Screensaver image on public PC's as well as signage about floppy disks. File storage option handout created and updated.
Strategy	Completion Date	Status
2 Expand user-initiated printing to include wireless users in HSLIC.	2/28/2006	Completed. User-initiated printing solution developed. Patrons are directed to Ed A. for software.
Strategy	Completion Date	Status
3 Investigate installing printer kiosks for wireless users on HSLIC 3rd & 4th floors, and in other campus buildings.	3/1/2006	Completed.
Strategy	Completion Date	Status
4 Make use of public PC desktops as message boards.	7/1/2005	Implemented. Currently on second screensaver image in public computing.
Strategy	Completion Date	Status
5 Investigate putting the public scanner on the network.	8/1/2005	Completed. Installation of public scanner implemented including Adobe suite.
Strategy	Completion Date	Status
6 Investigate installing public-access fax capability.	1/1/2006	Completed. BMSB provides fax service, and users are referred to this service.
Strategy	Completion Date	Status
7 Investigate developing smart group study rooms	6/1/2007	Completed. DVD player added to 416.

Objective C

Establish and reinforce means for HSLIC staff & faculty to work electronically.

Team Leader

DICK CARR

Cathy Brandenburg
Holly Phillips

Strategy	Completion Date	Status
1 Use Active Directory to push PC repairs and patches.	1/1/2006	Completed. All HSC PC's that are capable of using AD are enabled. See Goal 7, Objective B, Strategy i for information on pushing patches from AD.
2 Go through forms folder & convert as many as desirable to electronic or webforms.	4/1/2006	Completed conversion for Annex and reserves request form. Considering making the new employee check-in/check-out form electronic.
3 Use virtual reference software to allow library instructors, distance Services Librarian and Tribal Liaison Librarian to work locally. (See A3)	9/1/2006	Completed. Chat application that was installed inadequate to the task, and other options are under consideration.
4 Explore possibilities & innovations for using tablet PCs, PDAs, smart phones, etc. for various functions.	1/1/2006	Implemented. Some piloting with tablets has been done by HSLIC personnel.
5 Ensure that adequate communication and education sessions are provided to ensure HSLIC personnel are aware of and understand any changes brought about.		Ongoing. Training on USB keys complete Fall 2005. Desk Training on RSS complete Fall 2005. Updated file storage document Fall 2005. Will schedule inservices on Link Source, FastInfo and other topics as needed or in response to popular demand.

Goal 3 Consolidate and expand tribal health information services by creating a strong, integrated, effective program so that HSLIC contributes to the reduction of health information disparities through improved services for the Native American population in New Mexico as evidenced by a draft plan for targeted services by January 2006 and the development of that program by January 2007.

Objective A

Consolidate current services in the HSLIC organizational structure in order to focus on the goal by June 30, 2006.

Team Leader

JANIS TEAL

Pat Bradley
Erinn Aspinall
Lisa Romero
(Kermit Norman)

Strategy	Completion Date	Status
1 Identify the current services, resources (including human resources), partnerships, and funding that comprise the current program by Aug. 31, 2005.	8/1/2005	Completed. Current services identified and incorporated into plan. Identification of needed resources postponed until we begin implementation and clarify needs.
Strategy	Completion Date	Status
2 Make recommendations to Executive Committee regarding any changes to be made to the HSLIC organizational structure required to create a strong tribal health information program by Sept. 30, 2005	6/30/2006	Completed.
Strategy	Completion Date	Status
3 Implement recommendations approved by Executive Committee from Strategy 2 by June 30, 2006.	9/30/2006	Completed. Plan developed and implementation started January 2006.

Objective B

Expand tribal health information services by prioritizing, designing, and implementing a program to address the goal by June 30, 2006.

Team Leader

JANIS TEAL

Pat Bradley
Erinn Aspinall
Lisa Romero
(Kermit Norman)

Strategy	Completion Date	Status
1 Identify potential services, resources (including human resources), partnerships, and funding to create a strong tribal health information program by August 31, 2005.	8/1/2005	Completed. Services, audiences (partnerships), resources identified and incorporated into a plan by Sept. 2006.
2 Select those services, resources, partnerships, and funding possibilities to develop an effective program with maximized value to the target population by October 31, 2005.	2/28/2006	Completed. Four-year plan developed to address different audiences each year; services matched to appropriate audience.
3 Develop and implement an action plan based upon Strategy 2 by Jan. 31, 2006.	3/31/2006	Completed. Four-year plan developed and presented to SP group Feb. 2006. Implementation year 1 began January 2006. Includes audiences, services appropriate to the audience, marketing strategies, tasks, and timeline.
4 Develop and implement a plan for evaluation in conjunction with work undertaken in Strategies 1-3 by Jan. 31, 2006.	3/31/2006	Completed.

Objective C

Promote the Tribal Health Information Program.

Team Leader

JANIS TEAL

Pat Bradley
Erinn Aspinall
Lisa Romero
(Kermit Norman)

Strategy	Completion Date	Status
1 By July 31, 2006, promote the program's services by developing a brochure and by conducting workshops to inform and educate HSLIC staff, partners, and target audience about the existence and importance of these services. Utilize HSLIC Distance Services program as one means of promotion.	7/1/2006	Completed. Four-year plan identifies timeline for reaching target audiences.

Strategy	Completion Date	Status
2 By December 31, 2006, publicize the program through presentations at professional meetings, e.g. Native American organizations, library organizations, and others.	2/31/2006	Completed and ongoing.

Goal 4 Create a plan for integrated educational services development and delivery in the areas of informatics, information literacy, computer literacy, and healthcare compliance by defining HSLIC's curriculum by January 2006 and improved outcomes by 2007 as evidenced by performing an environmental scan; conducting an inventory of existing and needed human and technology resources; defining measurable outcomes by October 2005; piloting a demonstration project by April 2006; and measuring outcomes (2006/07).

Objective A

Create a plan for a new Learning Design Center

Team Leader
DEB LAPOINTE

Jon Eldredge
Ingrid Hendrix
Phil Kroth
Jon Tregear

	Strategy	Completion Date	Status
1	Define collective vision, mission, and values statements.	9/1/2005	Completed. Posted on LDC Web Site. Brochure in production.
2	Conduct an environmental scan and needs assessment both within the HSC for comparable models; set priorities for addressing needs and to rule out HLSIC duplicating other units.	2/31/2005	Completed. Scans of existing centers at UNM completed. Initial scan of centers at peer institutions complete, and project expanded by UNM IT Strategic Plan group.
3	Modify vision and mission, based on needs assessment and environmental scan; define measurable outcomes.	1/31/2006	Completed. LDC will consider if any further modifications need to be made in the coming months.
4	Develop templates reflecting patterns of projects the LDC might receive; outline customer request intake processes and team formation protocols.	1/30/2005	Completed. Several templates and a customer request intake process completed and implemented.
5	Determine what human or technology resources either exists or would be needed to complete each type of template.	2/1/2006	Completed.
6	Pilot a demonstration project and communicate applied results	3/1/2006	Completed.

Objective B

Create a plan to define and to ensure that informatics, information literacy, and computer literacy competency trainings are integrated appropriately into all health-related curricula

Team Leader

DEB LAPOINTE

Jon Eldredge
Ingrid Hendrix
Phil Kroth
Jon Tregear

Strategy	Completion Date	Status
1 Identify relevant competencies (a/k/a "skills" in SOM) for each health-related academic program as defined by accrediting or other professional organizations (Examples: AAMC, ANA, ASHP, AACP, NLN, OTA, MLA, ACRL, etc.).	9/1/2005	Completed. Library / Informatics Skills in UNM Health Curricula: Potentially Relevant National Association Statements posted on H: drive.
2 Define measureable outcomes.	2/31/2005	Completed. National guidelines for each HSC degree program found if available.
3 Operationalize relevant competencies for HSC context. (Example: "email and calendaring competencies pertains to GroupWise skills at the HSC).	2/1/2006	Completed. Drafted Core Information Literacy Competencies for SP#4 committee. Arranging meetings with departments for discussions.
4 Identify which operationalized competencies currently exist in health-related curricula.	6/1/2006	Underway. Comparing competency document from Objective B, Strategy 1 with ACRL information literacy guidelines.
5 Identify where in health-related curricula these operationalized competencies could be introduced or strengthened; integrate monitoring protocols to ensure any activities can be described later in an applied research project.	9/1/2006	
6 Determine what human or technology resources exist or would be needed to complete this objective.	11/1/2006	

Objective C

Create a plan for ensuring that the acquisition of knowledge and skills necessary for HSC employee compliance occurs.

Team Leader

DEB LAPOINTE

Jon Eldredge
Ingrid Hendrix
Phil Kroth
Jon Tregear

Strategy	Completion Date	Status
1 Review findings from the environmental scan and needs assessment conducted by the integrated educational services development and delivery center to identify issues, risk areas, strengths, and obstacles to improving healthcare compliance training. Conduct an environmental scan within the HSC for compliance-specific issues and competencies within the HSC.	1/31/2006	Completed. Compliance needs identified with assistance / approval from HSC Compliance Office.
Strategy	Completion Date	Status
2 Develop a common body of knowledge, common language for compliance, and measurable outcomes for healthcare compliance training.	2/28/2006	Completed. OIG core competencies for compliance and common language identified. Measurable outcome of 100% participation in education and training established.
Strategy	Completion Date	Status
3 Review findings from the environmental scan and needs assessment conducted by the integrated educational services development and delivery center to identify existing and needed human and technology resources.	4/30/2006	Completed. Specific human and technology resources existing and needed identified.
Strategy	Completion Date	Status
4 Develop relationships with HSC compliance officer, HSC compliance committees, UNMH training, Security officer, and SHEA.	1/1/2006	Completed.
Strategy	Completion Date	Status
5 Choose a compliance risk area, develop a solution, and evaluate in coordination with the responsible parties and integrated educational services development and delivery center as a pilot project.	2/1/2006	Completed. HSC Compliance Office identified general compliance training module with them as content providers. HIPAA training group needs to be called together to work on refresher module.

Objective D.

Create a plan for increasing awareness and exploration of learning technology applications.

Team Leader
DEB LAPOINTE

Jon Eldredge
Ingrid Hendrix
Phil Kroth
Jon Tregear

Strategy	Completion Date	Status
1 Create learning opportunities for HSC employees to become aware of technologies by hosting brown bags, creating websites, starting technology journal club.	12/1/2005	Completed. In-services on synchronous technologies and Open Access and other tools for online learning completed. Hosted WebCT Vista presentations and labs through summer 2006.

Goal 5 Diversify funding sources by raising awareness and visibility; differentiating and defining the HSLIC; and connecting HSLIC with potential donors, as evidenced through the completion of an environmental scan, which includes an assessment of peer institutions' development programs, by November 2005, and the creation of a preliminary development plan by April 2006.

Objective A

Develop ways to raise awareness of HSLIC in the broader community to highlight our featured programs and services to potential funding sources.

Team Leader
LINDA EASLEY

Laura Hall
Sally Bowler-Hill
Phil Kroth
MaryLou Seyl
Janis Teal
(Greg Gaillard)

	Strategy	Completion Date	Status
1	Investigate what other academic research libraries, health sciences center libraries, informatics programs and other entities have done to highlight their programs and services to potential funding sources.	1/30/2005	Completed
2	Work with HSLIC Public Relations Committee to develop a list of ways to raise awareness and visibility of HSLIC.	4/30/2006	Completed
3	Create a staffing plan for the HSLIC development program.	4/30/2006	Completed
4	Work with HSC Public Relations department to have a feature story about a HSLIC program published in a major UNM or community publication.	6/1/2006	Postponed until Development Staff hired.

Objective B

Differentiate and define what distinguishes HSLIC as an organization to potential funding sources, both locally and nationally.

Team Leader
LINDA EASLEY

Laura Hall
Sally Bowler-Hill
Phil Kroth
MaryLou Seyl
Janis Teal
(Greg Gaillard)

Strategy	Completion Date	Status
1 Investigate what academic research libraries, health sciences center libraries, informatics programs and other related entities do to to define and distinguish themselves.	1/30/2005	Completed
Strategy	Completion Date	Status
2 Work with HSLIC Director and HSC Deveopment Office to complete a SWOT analysis of what differentiates and defines HSLIC locally and nationally.	1/30/2005	Completed
Strategy	Completion Date	Status
3 Develop a case statement based on SWOT analysis and identify how it fits with the larger mission of the HSC. Solicit feedback from OMT and HSLIC units on this list.	4/30/2006	Case statement developed as part of needs assessment. Will be refined based on SWOT analysis.

Objective C

Develop ways to connect HSLIC with its constituents.

Team Leader
LINDA EASLEY

Laura Hall
Sally Bowler-Hill
Phil Kroth
MaryLou Seyl
Janis Teal
(Greg Gaillard)

	Strategy	Completion Date	Status
1	Investiage how academic research libraries, health sciences center libraries, informatics programs, and other related entities connect with their constituents.	1/30/2005	Completed
2	Work with HSLIC Public Relations Committee to develop a list of those to whom we need to market ourselves.	4/30/2006	Completed
3	Work with Strategic Partnerships team to identify points of contact with HSLIC's existing strategic partners.	4/30/2006	Completed
4	Develop a preliminary timeline and plan for HSLIC to develop lasting connections with its constitutents.	4/30/2006	Completed.
5	Create a relationship management process to define how HLSIC employees would communicate with potential donors.	4/30/2006	Operationalized.

Objective D

Team Leader

Solicit a formal review of HSLIC's preliminary development plan from the HSC Development Department and UNM Foundation (2007).

Strategy	Completion Date	Status
		Postponed until Development Staff hired.

Goal 6 Develop procedures and tools to strengthen HSLIC’s strategic partnerships. Specifically, define the meaning of ‘strategic partnership’ for HSLIC, identify existing and potential strategic partners, and create documents/resources that will formalize these partnerships, as evidenced by a formalized plan and pilot process that will be in place by January 2006, with full implementation and integration into HSLIC operations by May 2007.

Objective A

Develop a statement of work and detailed plan for the strategic partnerships initiative that includes a definition of why partnerships are of value to HSLIC and details the different ways partners can work with HSLIC for the mutual benefit of both parties.

Team Leader
GREG GAILLARD

Erinn Aspinall
Cathy Brandenburg
Christee King

Strategy	Completion Date	Status
1 Develop a Team Charter to guide the development of the strategic partnerships initiative by June 2005.	5/1/2005	Completed.
Strategy	Completion Date	Status
2 Define the term ‘strategic partnership’ for HSLIC by outlining why partnerships are of value and identifying various types of partnerships. A document containing definitions of each type of strategic partnership will be published by July 2005.	7/1/2005	Completed.

Objective B

Using the planning documents developed in Objective A and other resources as appropriate, identify existing and potential HSLIC partners and separate partnerships that are strategic from other types of cooperative working relationships.

Team Leader
GREG GAILLARD

Erinn Aspinall
Cathy Brandenburg
Christee King

Strategy	Completion Date	Status
1 Meet with HSLIC and other representatives to identify existing and potential strategic partners and classify those partners according to the strategic partnership definition outlined in Objective A. A matrix document of classified partnerships will be published to an appropriate location by October 2005.	10/1/2005	Completed.

Strategy	Completion Date	Status
2 With HSLIC's strategic partners identified, detail what each partnership is and why it fits into our definition of strategic partner. The partnership information will be added to the matrix document by December 2005.	12/1/2005	Completed.

Objective C

Create templates for a written agreement that will structure HSLIC strategic partnerships.

Team Leader
GREG GAILLARD

Erinn Aspinall
Cathy Brandenburg
Christee King

	Strategy	Completion Date	Status
1	Develop templates for written agreements that will structure the various types of HSLIC strategic partnerships as identified in Objective A. Draft templates will be completed by January 2006.	1/1/2006	Completed.
2	Work with select partners to structure partnerships with a written agreement that is acknowledged by both parties. Selected partners should have an agreement in place by October 2006.	10/1/2006	Completed.
3	Use lessons learned through development of partnership agreements to offer training session(s) at HSLIC on the development of effective partnerships.	11/1/2006	Completed

Objective D

Using the simple matrix document referenced in Objective B, develop an information tracking tool of HSLIC's strategic partners for use as a tracking resource.

Team Leader
GREG GAILLARD

Erinn Aspinall
Cathy Brandenburg
Christee King

	Strategy	Completion Date	Status
1	Perform a needs assessment / requirements analysis to ensure that this tool is of value to its primary users. The needs assessment / requirements analysis will be completed by October 2006.	11/1/2006	Completed.

	Strategy	Completion Date	Status
2	Develop the information tracking tool based on the findings of the needs assessment/ requirements analysis between October 2005 and April 2007.	4/1/2007	Completed.

Objective E

Develop a methodology for identifying, formalizing, and maintaining new strategic partnerships. The process will include: naming key personnel, making use of the information tracking tool, and adopting standard policies and procedures.

Team Leader

GREG GAILLARD

Erinn Aspinall
Cathy Brandenburg
Christee King

	Strategy	Completion Date	Status
1	Systematize working relationships with strategic partners by identifying key personnel, and developing workflows based on policies and experience by May 2007.	5/1/2007	Completed.
2	Develop a system for identifying new partners and develop a marketing plan to contact potential partners and building strategic relationships by May 2007.	5/1/2007	Completed and ongoing.
3	Develop a method for responding to groups who contact HSLIC with the hopes of developing strategic partners by April 2007.	5/1/2007	Completed.

Goal 7 Continue to facilitate the integration of HSLIC-delivered information systems with an initial focus on web, directory and database integration initiatives as evidenced by the development of a needs assessment for database support by January 2006; and by January 2007, the improved accuracy and standardization of information on the HSC web sites and the inclusion of all workstations into Microsoft Active Directory.

Objective A

Increase the overall integration of HSC web sites through the promotion of new and existing standards.

Team Leader
KEVIN WILEY

Dave Groth
Holly Phillips
Garth Colasurdo

Strategy	Completion Date	Status
1 Reduce duplication of information on HSC web site by helping the HSC web authors to find appropriate, existing resources on the web site. Specifically, work with the component level web authors to provide a more standardized, centralized, planned set of pages of contact information for components and departments.	6/30/2006	Completed and operationalized.
Strategy	Completion Date	Status
2 Promote greater compliance with current web development standards by publicizing the Web Development Policy and encouraging departments to house their web site on the HSC server. Compliance with current CSS based templates will also promote compliance with WC3 standards.		Completed
Strategy	Completion Date	Status
3 Investigate content management system solution. This will be done in conjunction with a UNM-wide committee and in consultation with UNM Hospitals web group, which is also investigating a CMS solution.		Postponed pending the formation of a UNM-wide committee to investigate a CMS solution.

Objective B

Complete existing initiatives to facilitate complete integration of the HSC directory.

Team Leader
BARNEY METZNER

Delik Scott
Chris Sharp
Rick Adcock
Corrine Sharp
Jeff Aspinall

Strategy	Completion Date	Status
1 Integrate all remaining HSC work stations into Microsoft Active Directory.	1/1/2007	Completed to extent possible.
Strategy	Completion Date	Status
2 Develop means to synchronize directories with UNMH and UNM CIRT to improve the usability of cross-campus applications requiring directory authentication.		Completed and ongoing.
Strategy	Completion Date	Status
3 Develop, implement and publicize a single user ID and password authentication for HSC users to employ on most applications across UNM.		Completed and ongoing.

Objective C

Investigate ways to increase the support of departmental databases that support by HSLIC IT system as a core service.

Team Leader
BARNEY METZNER

Vicki Scott Brown
Jeff Aspinall
John Abrams
Steve Tolito
Kim Hagen

	Strategy	Completion Date	Status
1	Develop a needs assessment for general database support across the HSC. Conduct a preliminary assessment for research database support needs at the HSC.		Completed
2	Investigate ways to develop resources for database support including collaboration with other IT departments.		Completed and ongoing.
3	Increase basic database support as a core service and promote selectively.		Operationalized.