

# White Paper for a Health Sciences Library Global Office

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# **White Paper for a Health Sciences Library Global Office**

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## EXECUTIVE SUMMARY

This report reviews the current state of University of North Carolina (UNC) Health Sciences Library (HSL) readiness to position itself as a global health information leader. Based on an analysis of strengths, weaknesses, opportunities and threats, as well as environmental and internal scans, the task force recommends six key strategies to guide the development of HSL's long range vision to be a leader in global health information.

### *Recommended strategies*

1. Build the HSL capacity to be a global health information leader
2. Raise HSL's visibility on campus and beyond as a rising global health information leader.
3. Expand HSL's global outreach
4. Connect global and local services
5. Address information disparities among global health information users
6. Create a roadmap for going forward, identify resources needed, and identify a locus of responsibility within HSL for global health

*HSL strengths* include a high level commitment to global health; expertise that is increasingly recognized by campus researchers; invitations to participate in global health groups and projects; skills in teaching, coalition building, communication, web development and usability; success establishing a sustainable library in Malawi; innovative digital platforms such as ADL and NCHI; a global health web presence, a comprehensive research level collection; and growing bilingual content (Spanish).

*HSL weaknesses* include a lack of widespread awareness within HSL of global health activities; lack of a means of coordinated communication internally; lack of widespread cultural competence; limited knowledge of other languages; lack of site-specific knowledge of needed resources and infrastructure; lack of financial resources to significantly expand our collections and IT infrastructure and applications to meet emerging needs; lack of expertise using mobile technologies to deliver library services; lack of an ability to offer global communities access to all UNC resources; few existing partnerships with global health providers.

The Health Sciences Library's vision aligns with the UNC vision to become a global university by helping North Carolinians succeed and increase our impact worldwide. HSL's global health involvement encompasses 1) A Project Library in Malawi, 2) representation on the Global Health Advisory Committee (Public Health), 3) education services to UNC affiliates in global health initiatives, 4) library guides focusing on global health topics, 5) learning from international visitors, 6) book donations to libraries in developing countries, 7) assessing HSL collections supporting global health, 8) providing a platform for global access through the AHEC Digital Library, and other emerging projects.

This report makes a case for prioritizing global health information and leadership.

Carol Jenkins, Director and Task Force Chair ([carol\\_jenkins@unc.edu](mailto:carol_jenkins@unc.edu)) on behalf of the Task Force

## INTRODUCTION

The University of North Carolina at Chapel Hill stated its intent to become UNC Global - *A Global University for North Carolina*

[http://www.unc.edu/community/chancellors\\_column\\_10\\_07.html](http://www.unc.edu/community/chancellors_column_10_07.html) in 2007. Chancellor James Moeser charged a high level campus group to recommend specific strategies to help Carolina reach this goal. He described the need this way:

“...globalization is affecting virtually every aspect of our lives – jobs, security, health, and the environment – and is requiring educators at all levels to rethink and retool the ways that we prepare students to interact with and compete in this new world economy.” His vision for UNC to become a global university emphasized that UNC’s global focus intends to help North Carolinians succeed and to impact “a worldwide stage”. He recognized that excelling in this competitive environment will require careful planning and strategic investment.

Since 2007, UNC has taken significant steps to increase its global involvement and visibility. In response to the challenge from Chancellor Moeser and changes at the university for global health, the UNC Health Sciences Library defined its long range vision in 2008 to become a “leader in the global health information network.” This vision informed the Library’s new strategic plan for 2008-2013 and pushed the library foster such global roles as knowledge hub; research and education partner; contributor to better health worldwide; and health knowledge navigator.

In August 2008, the Health Sciences Library designated the “Vision Task Force for a Global Health Information Strategy” to assess the library’s capacity to develop a stronger global health presence. The group identified key strategies in guiding library priorities over coming years. We hope this report will guide the Library’s planning for global health information leadership and communicating about our needs, challenges, and successes. It is intended for use both within the Library and with other Library stakeholders including administrators, policymakers, funders, other libraries and all of our users, worldwide.

## METHODS

The committee conducted an environmental scan which included a search of the UNC web site for global initiatives; a review of UNC Global Leadership Circle report; a search of peer, library-related global health programs and projects; a targeted survey of U.S. academic health sciences library directors; and several informant interviews. The group conducted the scan in 2008-2009, and the information contained here is current as of December 2009, to the best of our knowledge. In this paper, UNC refers to the University of North Carolina, Chapel Hill only. It does not refer to the larger UNC system or any other university in that system.

## BACKGROUND

### How is UNC becoming a global leader?

The next section describes the findings of global activities within the UNC-CH campus from the environmental scan. In 2009, UNC-CH opened the FedEx Global Education building, and its staff have worked to increase the visibility of existing programs through UNC Global (<http://global.unc.edu/>). A Global Leadership Circle, created by Chancellor Moeser, assessed UNC's capacity to become a global leader and recommended critical areas for future investment. Health Affairs schools have made global health a priority. Examples include the renaming of the Gillings School of Global Public Health (SPH) and a joint degree program with the School of Pharmacy and National University of Singapore, both in 2010. Several health affairs schools offices to coordinate and support global health education, research and outreach activities. HSL has a representative serving on the Advisory Committee to the Office of Global Health in SPH. Multi-disciplinary academic and clinical research programs are well established, such as in Sub-Saharan Africa (Democratic Republic of Congo, Madagascar, Malawi, South Africa), Latin America, and Asia (China). Other programs are developing in South Asia (India), Southeast Asia (Thailand and Vietnam) and Central and South America. New projects continually form or expand as support for global research grows.

UNC ranks highly on several lists of 'world universities'. For instance, The Times of London Higher Education Survey ranks UNC 123 out of 200 universities in 2006; Newsweek's International Edition ranks UNC 41 of 100 Top Global Universities in 2007. The Global Leadership Circle report suggests there is ample room for UNC to increase its rankings, and the HSL Global Engagement addresses some of the items in that gap.

### UNC strengths for Global Leadership

- Global leadership is one of six priorities in the current UNC academic plan.
- UNC overall strengths include a strong collaborative and interdisciplinary spirit; deep expertise and resources in global health across all health affairs schools; faculty working in more than 100 countries; strength in global business and economic development; strong positioning for leadership in population studies.
- UNC has high-level administration working on global issues at the Global Research Institute, as part of the Global Education Center.
- UNC leadership in global health is highly visible. The Institute for Global Health and Infectious Diseases <http://globalhealth.unc.edu/> is strong under the leadership of Dr. Myron Cohen, Director and Associate Vice Chancellor for Global Health. The three year action plan for the Institute ensures its continued impact via ongoing funding (public and private), dedicated interdisciplinary

research space in the Mary Ellen Jones Building, increased international visibility through conferences and collaborative projects, student curriculum, research and service opportunities [from UNC IGHID Executive Summary and Business Plan April 2007].

- The Gillings School of Global Public Health <http://www.sph.unc.edu/> is a recognized leader in global health. The Office of Global Health features programs on infectious diseases, water and sanitation, Latino and migrant health, global nutrition, obesity, and workforce training, and reproductive health.

## UNC weaknesses

- Challenges mentioned in the **Roadmap** include: insufficient depth of faculty with international expertise; international ranking below peer institutions; difficulty attracting top international faculty; lack of a visible global platform; low percentage of international students compared to peers; lack of large endowment to support global initiatives; insufficient resources for global marketing; and inadequate holdings of library resources needed to support global programs. (We were surprised and happy to see support for the library's resources in the report.)
- In some ways, UNC-CH is a victim of its own success - it strove to become a leading southern university and became a great national university. As the flagship university for the state, UNC-CH has long measured its success by its impact in North Carolina, limiting its capacity to gain global visibility. Now, the university recognizes the need to connect local with global efforts.

## UNC **Roadmap** goals

- The goals for UNC as expressed in the **Roadmap** are promote high quality research on important global issues; provide students with the academic skills, tools and cultural competencies to compete in an increasingly interconnected world; support the economic development of North Carolina through research, teaching and service; collaborate with other top tier research universities; improve rankings on relevant international academic benchmarking measurements; and promote among all our constituents a deeper sense of global responsibility, stewardship and citizenship [Strategic Roadmap p.5 ].
- A key recommendation from the report is to establish a Global Research Institute. [p. 18] The GRI supports *global development* ("using knowledge gained from research to help societies advance economically, socially, politically, technologically, and in terms of the health and well-being of its inhabitants"). UNC received a major initial gift to launch the institute. Additional recommendations include: adding more international faculty and students; expanding international partnerships; supporting global communications

strategies; developing UNC's global infrastructure; and, for providing technical assistance to NC's transition to a global economy. This institute opened in fall 2009.

## **Competitive analysis of other libraries and knowledge organizations supporting global health information access**

To answer this question, the HSL task force 1) surveyed the Association of Academic Health Sciences Library (AAHSL) directors across the U.S. and Canada and 2) conducted a competitive analysis of web sites of other health sciences libraries, institutions, and selected information organizations. The following discusses findings and highlights selected resources. It is not an exhaustive list.

### **1) AAHSL Survey**

Director Carol Jenkins distributed the survey on Survey Monkey to the AAHSL listserv in the spring of 2009. The survey asked about current efforts and resources devoted to global health as well as plans for expanding those efforts. Of the 125 AAHSL directors, 44 individuals (35%) responded. The task force concluded that many academic health sciences libraries have increased their global health involvement in correlation with their institutions' changing emphases, even if their library budgets did not increase for this purpose. Library global health activities include collection development, curriculum planning, remote access to e-resources, liaison services, and outreach. Respondents expressed greatest concerns about staff time needed for expanded services, communication difficulties, and lack of budget support. The library directors who responded envisioned libraries' roles continuing to change in the areas of partnerships, purchasing of resources, training, budget, removing barriers to access, and librarians as liaisons. Based on this investigation, the task force concluded that despite budget and time constraints, academic health sciences libraries are increasing their involvement in global health initiatives in creative ways and expect this role to grow. A poster describes the results of this survey in more detail.

<http://www.hsl.unc.edu/AboutLib/Staff/present/Mac2009HSLGHSurvey.ppt>

### **2) Competitive analysis of websites and organizations**

To supplement the survey results, the task force conducted a scan of the websites of health sciences libraries. This scan showed that many libraries have created global health toolkits or resource collections. Libraries at institutions including the University of Iowa, University of Washington, UC Berkeley, Stanford University and the University of Wisconsin-Madison have provided their patrons with a single-stop shopping experience for students, faculty, and staff interested in global health information. These resources compile bibliographic databases, indexes, statistics, books, maps, teaching resources,

news sources, links, directories/organization, and global health liaison contact information into a single site. The Duke Medical Library created similar sites for their global constituents, gathering resources for those in developing countries in both English and Spanish. Many of these libraries complement these online resources with a global health liaison devoted to addressing his/her institution's global health information needs.

The scan of online global health library resources also included non-profit and governmental organization sites. Organizations like the Pan-American Health Organization (PAHO), the World Health Organization (WHO), and Partners in Health have created a Virtual Health Library, a Global Health Library, and an Information Resources collection, respectively, to gather resources (e.g. handbooks, pamphlets, research articles, and publications) in one place. ITOCA (<http://www.itoca.org/>), the Ptolemy Project (<http://www.ptolemy.ca/>) and FreeForAll (a yahoo site) are just a few of the international groups that collect electronic, global health information.

Many non-profit organizations have also acknowledged the increased interest and work in the global health field. The Rockefeller Foundation, recognizing the importance of the use of information and communication technology to improve health, sponsored a conference series at its Bellagio Center from July 12-August 8, 2008, titled "Making the eHealth Connection: Global Partnerships, Local Solutions." <http://www.ehealth-connection.org/> Additionally, foundations offer grant opportunities to support global health information services, notably the Elsevier Foundation and the Gates Foundation.

## **MLA and IFLA, other library organizations**

The Medical Library Association considers itself to be an international organization. Recently MLA established the T. Mark Hodges International Service Award to honor an individual or organization for significant contributions to international health information provision; created the "Librarians without Borders" section on MLA's web site to promote its international roles and activities (<http://www.mlanet.org/resources/global/>); accepted task force recommendations for international partnerships; and more. Additionally, MLA sponsors the Cunningham International Fellowship which supports travel for an international health sciences librarian wishing to visit American libraries. The HSL has hosted visits by several Cunningham Fellows, most recently Stan Ngadaya from Tanzania, in 2009. A review of presentations at the last three MLA annual meetings shows that content about global information outreach has been included each year (see appendices).

Another library organization of interest to HSL's global vision is IFLA (the International Federation of Library Associations). IFLA is an association for library associations around the globe. Jill Mayer from HSL joined the Science and Technology Section and participated in five annual meetings, including two years as chair. From its involvement

in IFLA, HSL is able to learn about global health librarianship, find partners, and develop expertise.

Other library organizations have strong international programs, including the American Library Association and the Association of College and Research Libraries. The task force did not examine these programs, because they do not focus on global health information.

This review provides a glimpse of how other libraries and organizations support global health information access. General observations are: 1) many opportunities exist for libraries to expand their global reach; 2) global health information needs are often complex; 3) libraries benefit from working in partnership with other agencies. HSL will continue to monitor what the peer organizations are doing with an eye towards what would work best in our environment. Strategically prioritizing and refining the focus of HSL's global health involvement will continue as new needs and opportunities arise.

## **How is HSL becoming global health information leader?**

### **Existing projects**

#### **1. UNC Project Malawi**

HSL has a long history of global health initiatives. HSL was asked by UNC Infectious Disease personnel to help create and support an onsite library at the UNC Project in Lilongwe, Malawi in 2004. The library serves the information needs of students, clinicians and researchers at UNC's Tidziwe Center, Kamuzu Central Hospital and the Malawi College of Health Sciences. The Project Library provides essential access to current health information and information technology for an increasing number of Malawians working and training in the health sciences. HSL's ongoing collaboration with staff in the Malawi library focuses on collection development, library automation and standard library procedures. Face to face meetings are also critically important to the success of this project. Site visits in 2004 and 2008 between HSL and the Malawi Library staff built strong ties and an exchange of skills. Each visit included attendance at a Medical Library Association Annual Meeting or a regional meeting of African library associations (SCECSAL) for librarians involved in the exchange. The site visits and professional networking opportunities gave UNC staff concrete understanding of the information needs and challenges in Malawi. Malawi library staff increased knowledge and skills more efficiently during their visits to the US. Working together in person made ongoing communication via email much more effective. [<http://globalhealth.unc.edu/information-goes-global.php>] The lessons learned from HSL's work with the Malawi library inform our future collaborations

in global settings. A poster describing the UNC Medical Library in Malawi was presented at a national global health meeting in September 2009

#### Global Health Advisory Committee – Office of Global Health, SPH

Since 2005, a library representative has served on the Global Health Advisory Committee with the Office of Global Health in the Gillings School of Global Public Health. This gives the library the chance to hear about the latest global health efforts in the public health school and bring library related information to the attention of the committee. It has also secured many library supporters and serves as a constant reminder of the importance of libraries in research. Several grant proposals have been funded as a result of the HSL's involvement, with HSL considered as a partner, rather than merely a service provider.

#### 2. HSL Information and Education Services

HSL has always supported UNC-CH's global involvement by providing information resources and services in support of global research and the global perspective within health affairs curricula.

HSL librarians regularly assist faculty and students searching for information about health and health care in global settings. Some of these services are provided through face to face trainings or while doing research in international settings through online tools like chat, Adobe Connect, Elluminate, skype, IM or email reference.

An HSL librarian served on an interdisciplinary committee convened by the provost that led to the creation of *jA su salud!*, a multi-media resource for teaching intermediate Spanish language skills and promoting cultural awareness within health professional education. This resource is now used by many academic institutions.

Global health is particularly important to the Gillings School of Global Public Health. Mellanye Lackey, the Public Health Liaison, has helped faculty expand course content to include global topics across the curriculum. She created online podcasts for teaching how to use the library for the Distance Education Global Health Certificate Program that will be useful to any student who needs to learn about library research.

More than a decade ago, HSL developed a resource guide to assist health care providers interested in developing cultural competencies to meet the challenges of serving the growing community of Latinos in North Carolina. The "Latino Health Information for Health Care Providers" is on the HSL web page at:

<http://www.hsl.unc.edu/Services/Guides/focusonlatino.cfm>

This web site provides information about cultural awareness, patient information,

resource collections, etc. The library also maintains guides on International Health Internships and Service Opportunities as well as Global Health Data.

### 3. Library guides focused on global health

HSL librarians Karen Crowell and Christie Silbajoris serve as subject experts for Essential Health Links, a gateway to health information designed to facilitate access to a range of information for health professionals and health information workers in developing and emerging countries. The librarians identified web sites and databases that provide infectious diseases, reproductive health and general patient education information, focusing on content that is available in multiple languages and at a level easily understood by patients and health professionals. The Patient Education section can be found at: [www.healthnet.org/essential-links/](http://www.healthnet.org/essential-links/). Karen and Christie are credited and listed as HSL employees.

Mellanye Lackey maintains HSL's Subject Guide for Global Health at: <http://uncpublichealth.pbworks.com/GlobalHealth>. The purpose of the subject guide is to offer users access to resources in a variety of global health topics. Kate McGraw created a guide on Global Health Data, and Susan Swogger created a guide for Global Resources: Malawi. The HSL also hosts a guide on Global Health Internships and Service Opportunities, at the request of the UNC School of Nursing.

### 4. Visits by international librarians

The Health Sciences Library has hosted international health sciences librarians from various locations through the Cunningham Fellowship, sponsored by the Medical Library Association. In the Spring of 2007, two Moldovan librarians toured the four North Carolina medical school libraries across the state, through a partnership between the state of North Carolina and the Modolvan government. Numerous HSL librarians have taken personal interests in providing positive learning experiences for visiting international librarians, and have helped us learn from them as well.

### 5. Books donated to developing countries

Books that are weeded from our collection, or received as gifts but not needed for our collection, are donated to libraries that have expressed a need. Recipients include the Medical Library in Moldova, or to Afghanistan or Iraq via [Operation Medical Libraries](#). HSL's collection development librarian, Susan Swogger, is a member of the Operation Medical Libraries Coalition Board to send current medical books and journals to military outposts for distribution to Iraqi and Afghan medical schools and hospitals with limited libraries. Additionally, HSL provides some free interlibrary loans to the Medical Library in Moldova. These two established relationships with donor facilitators supply a small amount of needed materials.

## 6. Assessment of current HSL collection supporting global health

The HSL provides most of the materials directly related to global health to the UNC community, but significant resources are also held by other libraries on campus. Increasing awareness of all available resources is the most likely way to garner support for our Global Health interests. Many resources are also available freely from a multitude of sources online. Efforts to index them to make them more readily available to our users must be increased.

At this early point in the creation of global health as an independent field of study, there is no established bibliography of journal or book titles that can be compared to the Library's existing collection. The HSL began increasing its emphasis on collecting global health books, journals, databases, and other resources in the past decade to support UNC's growing international health interests. As of June 2009, the Library currently subscribes directly to two hundred fourteen (214) journals having a major focus on global health, as well as many others with international content. It provides access to many more relevant resources through online databases, including the global health-focused GIDEON and Cabi's Global Health.

Collection development staff continue to look for ways to expand the global health collection. For more information on the expansion, please see Appendix II.

## 7. Global access to HSL and AHEC Digital Library

In several cases the AHEC Digital Library <http://library.ncahec.net> has provided a means for UNC affiliates to access full text of journal articles and electronic books via a proxy server. Peru and Malawi use the ADL at present. HSL considers this one option for such access.

## **Emerging projects**

Below is a sampling of global health information projects in which HSL has an emerging or potential interest.

### 1. Core Curriculum in Global Health in Public Health

School of Public Health liaison Mellanye Lackey advised faculty who wanted to fundamentally change the core curriculum at the Gillings School of Global Public Health to include access to more global health materials. She provided support for finding new materials, exposed them to useful social media tools and provided technical ideas for managing information. The partnership resulted in a poster presentation at an Association of Schools of Public Health meeting of global health leaders. Because of the library's involvement, UNC proudly

emerged as a pioneer and example of how schools of public health rose to the challenge of transitioning to a global environment.

## 2. Triangle Global Health Consortium

This consortium brings together area universities, NGO's and other organizations to work together on a global health agenda. Representatives from IntraHealth, Family Health International, RTI, Duke, and NCSU among others make up the consortium. Monthly breakfast meetings bring together the movers and shakers from the triangle to discuss significant global health issues across disciplines and, more importantly, across university and organizational boundaries. The global health librarian regularly attends the meetings and has created a twitter account for the group, raising awareness and driving interested traffic to the website.

## 3. Confucius Institute

In 2007, HSL applied for a grant for a global health information specialist position at the Gillings School of Global Public Health. Although this position did not receive funding, these efforts garnered the attention of the Health Affairs Campus. As a result, HSL representatives met with the Institute of Global Health and Infectious Diseases (IGHID). This introductory meeting prompted meetings with each of the IGHID regional representatives. Tom Martineau, Asia Coordinator, invited HSL to be a partner in a grant to bring a Confucius Institute to UNC Chapel Hill. The institute will facilitate cultural exchange between one Chinese and one foreign institution and includes a sizable number of volumes as part of the Confucius Institute. The HSL will take part in both the planning and the advising process, should UNC's application be accepted.

## 4. Elsevier Innovative Libraries in Developing Countries Proposal

With the support of the grant, the research team will build a Global Health Sciences Library Network between health sciences librarians in developed countries and their colleagues in developing countries. The research team will begin building the Network by establishing working relationships between library staff at HSL and staff at libraries in Senegal, Nicaragua and Vietnam. UNC has established programs in all three sites. Three collaborative tasks will focus the Network's activities and outputs during the grant period. Network partners will create a culturally competent needs assessment tool specific to libraries in developing countries. In the process, the grant team and partners will identify immediately addressable, cross training needs so that appropriate training can occur during site visit exchanges. Additionally, the partners will create a web presence for the Network. A robust Global Health Sciences Library Network will support the evolution of innovative, collaborative programs, increasing the capacity of health sciences libraries around the world to make crucial health

information available to those who need it. Mellanye Lackey is Principle Investigator on this project.

### 5. NIH Challenge Grant for Malawi

At the request of Dr. Anthony Charles, Carol Jenkins wrote a letter of support for his NIH Challenge Grant application to support training of surgery fellows in Malawi. The proposal would provide support for additional library services and resources for surgery fellows and faculty there. Although this grant was not approved, it may be resubmitted. Already, HSL has developed a re-usable product -- a list of free or low-cost resources appropriate for this program is available in print or CD ROM.

### 6. University of Tikrit

HSL was approached about helping to rebuild the libraries at the University of Tikrit, which suffered heavy damage from bombing during the Iraq War. There exists a relationship between Tikrit and the Atlantic Coast Conference, of which UNC is a member. Primary needs identified cover staff training on library management, collection rebuilding and access to current medical texts. This project continues to develop.

(Update: As of 11/2011, only projects #1-2 remain viable options. #3 is on hold, while #4-6 were not awarded. However, several other projects have been pursued successfully. For a short list of global health projects at HSL, see the library's global engagement webpage: <http://www.hsl.unc.edu/global.>)

## **Summary of HSL's current role in global health information**

The initiatives described above outline a mix of projects, including those HSL initiated and those requested from outside the HSL. These invitations arose from librarians' participation in cross-campus committee meetings, specific project work through the UNC Health Affairs campus, and years of direct, targeted outreach. The projects require differing levels of involvement and support, ranging from occasional email correspondence to attending a weekly meeting to travelling to a partner library across the globe. What can HSL learn from reviewing the scope and success of these activities? The task force has not conducted a formal evaluation of any of the activities listed. Assessment comes from informal feedback and observation. These activities are still very much evolving. From these initiatives, we have learned about HSL strengths and the challenges we face.

### **HSL strengths**

HSL strengths include:

- our high level commitment to expanding access to information globally;

- our growing visibility and representation on groups such as the Office of Global Health;
- our expertise in teaching, coalition building, communication, web development and usability;
- our track record of successful involvement;
- innovative digital platforms such as the AHEC Digital Library (<http://library.ncahec.net>) and NC Health Info ([www.nchealthinfo.org](http://www.nchealthinfo.org)) that may be adaptable to other uses and audiences;
- a constantly improving website that's easier to use
- a comprehensive research level collection;
- a growing amount of content that is multi-lingual, at least in Spanish.

### **HSL weaknesses**

Challenges include:

- lack of widespread awareness within HSL of our increasing global activities;
- lack of a means for coordinated communication internally about those activities;
- lack of widespread cultural competence among our staff;
- limited knowledge of other languages;
- lack of site-specific knowledge of needed resources, infrastructure, etc.;
- lack of financial resources to significantly expand activities and build collections;
- lack of knowledge about off-site IT infrastructure capacity and experience with site specific technologies;
- lack of HSL capacity to expand IT applications to meet emerging needs;
- lack of widespread expertise using mobile technologies to deliver library services;
- lack of a solution to offer global communities access to all UNC resources;
- few existing partnerships with global health providers so far.

### **Opportunities**

HSL has had success in Malawi, and with the AHEC Digital Library, NC Health Info as well as other projects. We have been asked by our campus colleagues, “can we replicate those models elsewhere?” The HSL would like to expand its scope of global health activities, but in order to do so, we need to formally evaluate what’s made those successful, and explore how to improve them in other settings. Furthermore, the time is right on campus for exploring many global health activities. New research projects are awarded daily and there seems to be no end to the need for library involvement through teaching, creating content for low bandwidth settings, collaborating with global partners or collecting materials and resources for high profile topic areas.

### **Threats**

Several key issues hinder the advancement of the HSL expanding global health activities.

HSL simply cannot extend access to all those who request it. Information is very costly, and licensing restrictions of subscription based journals restrict the use of electronic

materials to UNCCH affiliates only. Additionally, the HSL cannot afford the technical support for users at all global sites, as they try to access electronic materials.

HSL cannot presume to know the information needs of a global community. UNC researchers regularly ask HSL to expand access to the UNC library to their global project partners and non-UNC affiliates. What this typically means is access to the subscription based, electronic journal literature, but not always. These requests must be handled on a case by case basis to determine what are the most needed resources and services and how access can best be provided. HSL cannot assume that a solution is simply to 'extend access' to the library. HSL's experience has shown that communities in developing countries may prefer print or CD ROM information that is not network-based. Increasingly, HSL finds that traditional library models of information access are inadequate and require knowing who users are and where they are.

HSL cannot learn about and respond to the information needs of an overseas community without being there. Successful project implementation requires site visits by researchers by UNC faculty and to the UNC campus by their global colleagues. HSL has found this to be true based on its Malawi experience, with two HSL staff visiting the site and hosted Malawian staff here at the HSL. Experiencing the environment and culture of a site first hand are invaluable when creating solutions and building solid, sustainable partnerships. The library is using technology at every turn to facilitate these partnerships, but we've found technology works best when it follows a site visit.

HSL experience has already shown that even small scale efforts can lead to greater interest and potential partnerships. Promotion and advertising of services and collections lead to greater demand. While this process can be positive over time, HSL easily could be overwhelmed without guidelines and strategy to prioritize efforts.

In any global outreach effort, HSL will be more successful if it has support from the UNC leadership, and if its efforts are aligned with UNC priorities. The HSL has support from several key players on campus, and that support has greatly benefitted the library. Meeting with those leaders to learn more about their needs, promote the library's resources and to continue to expand their understanding of what the HSL can do is a challenging but worthwhile endeavor. Getting buy-in from strategic partners will smooth the path as the HSL continues to grow our capacity.

Developing collaborative partnerships among local libraries and information organizations will be an important strategy. The HSL cannot do the work alone. HSL wants to learn from more careful study of other successful global partnerships including those mentioned previously. Additionally, the HSL would like to connect with libraries at TRLN institutions and in the RTP to join forces around global health information access. Characteristics that may be important to HSL in a good partnership include: or individuals whose knowledge and expertise complements ours; groups that can help us identify what we need to know and how to learn it, and organizations whose commitment equals ours.

## **LOOKING AHEAD: A Scenario and Three Models to Guide HSL in Becoming a Global Health Information Leader**

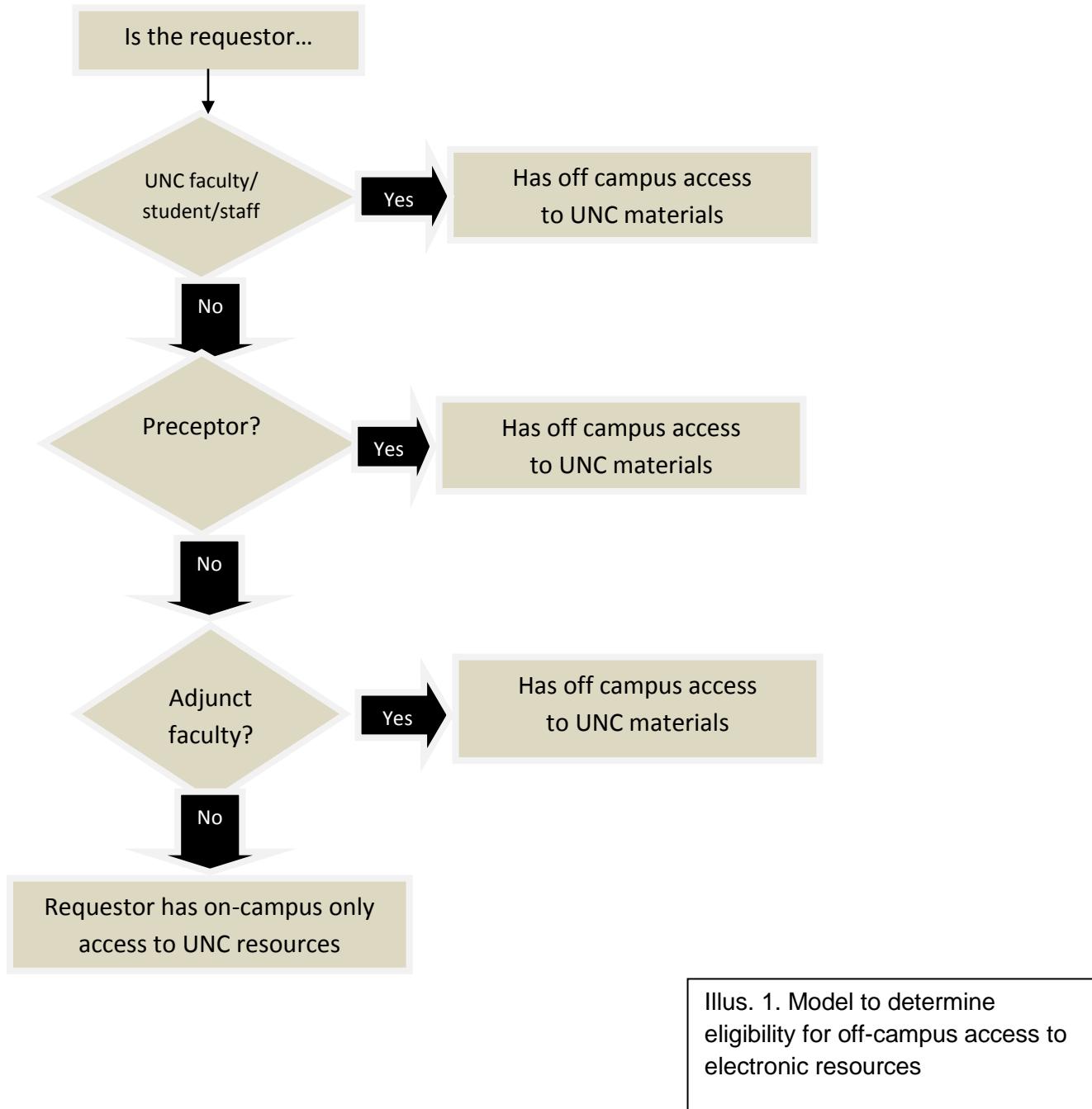
The task force developed the following scenario and three models to guide HSL in future planning and prioritizing its global health outreach strategies.

### **2014 Scenario**

With global health information leadership as a twenty year vision, the task force felt it would be valuable to define a shorter term, five year role, to guide immediate planning. This role is presented in the 2014 Scenario. In this scenario, HSL provides a range of information services and resources to audiences around the world, in response to identified information needs and capacities. HSL's website is a global portal and HSL is a partner in UNC-sponsored global health sciences programs throughout Health Affairs. The HSL staff leverages cultural differences in how information is sought with providing assistance. This scenario served as the basis for the task force's five year strategy recommendations. (See Appendix I for the full scenario.) The models answer the questions "What?", "Who?" and "How?" access to the HSL will be provided in the future.

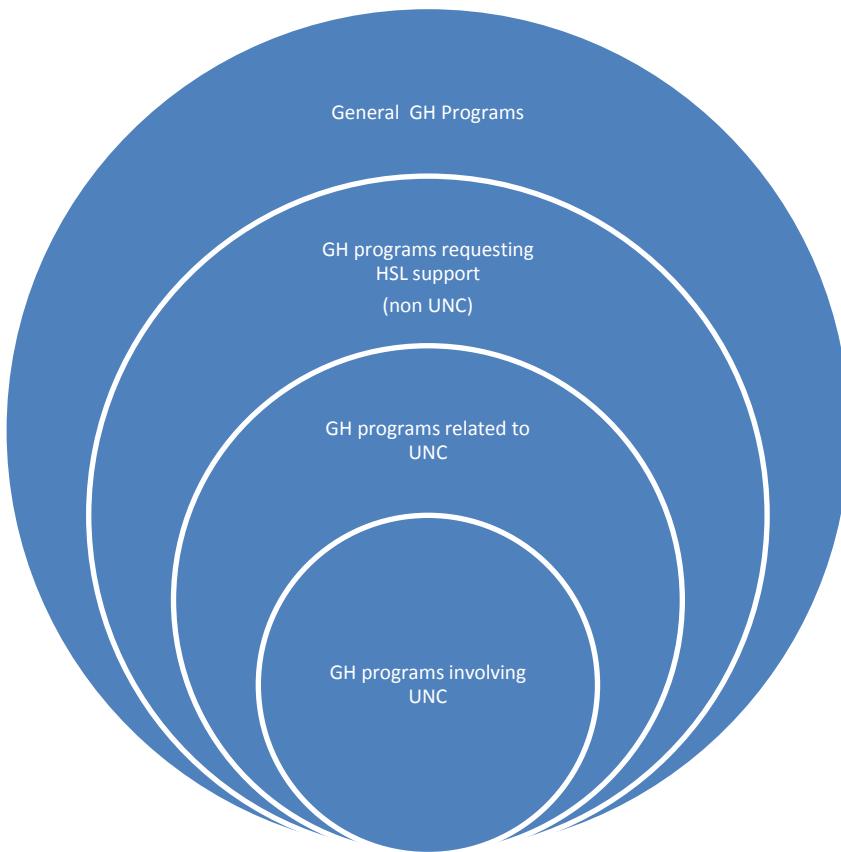
## What: Access to UNC Electronic Resources Model

This first model explains how the library currently determines which users get off-campus access to UNC's electronic resources. This flowchart visually explains the process by which we decide who gets access to which resources. The library often (2-3/mo) gets requests for access to resources from global partners. For requestors who do not fit eligibility requirements for access to UNC electronic resources, we refer them to other electronic (or physical) resources. These resources might be available through their local libraries freely available online.



## Who: Global Health Information Clientele Model

The second model articulates and prioritizes the diverse clientele HSL might serve as part of a global outreach strategy. HSL needs a way to determine whose needs take priority, because time, staff and other resources are scarce. It addresses who is served; but is not intended to address what resources or services are provided. HSL's degree of involvement may vary considerably depending on the mix of partners and client needs. This model places UNC-affiliated global clientele at the service center, with each successive client group becoming less UNC-centric. This model does not address the level or type of service provided to such clientele. Some examples of HSL global outreach in each of the areas might include: 1) programs involving UNC: Malawi; Nicaragua; 2) programs related to UNC: Tikrit; 3) programs requesting HSL support: Moldova; 4) general global health programs that benefit may benefit from the library directly and, vice versa, may indirectly benefit the library.



Illus.2: the clientele model - who gets served

## How: Sustainable Global Health Information Services Model

The third model places sustainability at the core of HSL's relationships with key partners. We believe it is essential to identify critical partners who agree on criteria and desirable outcomes for sustainable information services. The model suggests four partner bodies to build sustainable information services: local sites, UNC leadership (like the Associate Vice Chancellor for Global Health), UNC partners (ideally in Health Affairs) and within HSL. This model, like the others, will be deployed, tested, and refined with global health involvement.



Illus.3: The sustainability model – partners needed

Possible outcomes of following an effective model of sustainability:

- Knowledge advancement
- Measurable benefit over time, e.g. reduced brain drain, increased research output
- Strong link between UNC and communities served
- Valued educational opportunities
- Exchange of knowledge
- Increased capacity overall

Benefits of following sustainability criteria:

- Dependable information access over time
- Ongoing investment in capacity building
- Ongoing links to UNC interests and goals, not NGO work
- Information services recognized and supported as a key strategy
- Buy-in from partners

## RECOMMENDED ACTIONS

This report suggests six long term recommendations and related strategies to help HSL become a global health information leader. These recommendations build capacity, raise visibility, expand outreach, connect services, address disparities and create a roadmap for going forward.

### 1. Build HSL's capacity to be a global leader

HSL lacks critical capacity in six key areas: staff, evaluation, collections, technology, partnerships, and funding.

- Increase **staff knowledge and expertise** in key areas including cultural competence, language, site specific technologies, coalition and team building, marketing, advocacy, research skills, and flexibility. Build a broad skill set and attributes across staff, rather than concentrated in a few people (a library-wide initiative). Apply various strategies including staff training and recruitment to build competencies. Recognize global competencies in appropriate ways by addressing them in learning plans and in the promotion and review process.
- **Evaluate** the knowledge gained from our experiences for re-use in other projects.
- Focus **collection development** on UNC-related global teaching, research, and outreach activities, including emerging areas.
- Build and sustain an **IT platform** that responds to the ever changing technology landscape in order to make the best selection of tools to meet client needs and/or make HSL staff more efficient. Technologies should be adaptable to the needs of clientele in developing countries, especially in Sub-Saharan Africa, Asia, and Latin America, regions of high activity for UNC-CH. This may include adapting products we have developed such as ADL. It should also include exploring new solutions developed at other institutions that help work around infrastructure gaps. IT support should be a critical part of any team based service model.
- Develop trustworthy and strong **relationships** with other global partners, within UNC and elsewhere. HSL already has a good track record with the Institute for Global Health and Infectious Diseases and the Global Health

Advisory Committee in the Gillings School of Global Public Health upon which to build. Build partnerships with other libraries and information providers locally, nationally and globally.

- Strengthen the **funding** base through grants, contracts, and private funding that can support global outreach. HSL has already taken the first step to attract grant support by applying for several grants.

## **2. Raise HSL's visibility on campus and beyond as a rising global health information leader**

- Help others learn about our activities and intent by various means, including print, online and other media, exhibits, buttons and more. Build relationships with communicators on and off campus to facilitate this.
- Present posters and papers at professional meetings of both library and health associations. Including international conferences when possible; and submit articles to open access journals that are read by global audiences.

## **3. Expand HSL's global outreach**

- Increase the HSL's global impact by pursuing more global outreach activities and by using the models from this report to direct the efforts and ensure sustainability. Focus on strategic projects that meet the most criteria set forth by the models.

## **4. Connect global and local services**

- Promote the global-local connection in all HSL services and communications. Develop messages that demonstrate the impact of library services to all audiences we serve.
- Connect HSL global health efforts to UNC global priorities whenever possible.

## **5. Address information disparities among global health information users**

- Create and promote ways to deliver information to those who lack access due to inadequate funding, technology or other resources. Open access is one strategy we strongly support, for example, as it guarantees that information is freely available to any reader upon publication. Repositories and programs to digitize print content for the web also increase free access to information.

## **6. Create a 'roadmap' for going forward, identify resources needed, and identify a locus of responsibility within HSL for global health**

- Establish a Global Health Information Strategy Coordinating Committee, to oversee HSL's further progress on developing and implementing the strategies

above, and keeping HSL staff informed of that progress. This committee should include staff most closely involved in global health activities.

- Designate a HSL position to take responsibility for ongoing leadership and coordination of the library's global health initiatives.
- Provide a more detailed 'roadmap' of its own to carry out the proposed actions. Identify the necessary resources and design a plan for reaching them.

The overall vision for global health information is to connect people everywhere with knowledge to improve health. This vision echoes the HSL's vision statement. These six recommendations will guide the HSL's future actions and efforts to become a leader in global health information. Taken together, the six form a comprehensive strategy for starting to build capacity for global health at the HSL.

## **CONCLUSION**

This report describes the current state of UNC and HSL activities in support of global health and global health information outreach as of December 2010. Based on an initial analysis and environmental scan, it recommends six key strategies to guide development of a leadership position at HSL in global health information. The report details how the library can continue to make global health outreach a priority in future planning.

The task force members who conducted this analysis and wrote this report are listed below. The task force expresses its gratitude to Emily Vardell, NLM Associate Fellow. This report would not have been possible without Emily's dedication and assistance.

October, 2009

Pedro Chavez, Karen Crowell, Mellanye Lackey, Jill Mayer, Kate McGraw, Margaret Moore, Susan Swogger, Emily Vardell, Carol Jenkins (chair).

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and Executive Summary  
<http://global.unc.edu/images/UNC%27s%20Globalization%20-%20a%20Strategic%20Roadmap.pdf>

## **Appendix I**

### **Scenario for Global Health**

#### **2014**

The UNC Health Sciences Library (HSL) has developed and implemented several prototype global health projects resulting in sustainable and scalable programs that are needs-based, and reflect an understanding of the environments and cultures that are served. Thus, HSL may provide a range of networked information resources and services to locations that have reliable Internet access, while providing alternatives in locations that do not. Services and resources to those in far-flung locations may differ significantly from those typically provided to users on campus, depending on needs. An emphasis in all such programs is evaluation designed to demonstrate evidence based practice and measuring the impact of services.

HSL's web site is a global portal. Its content reflects the global health priorities of UNC and may be readily accessed by authorized users anywhere in the world. Content may be customized to meet the needs of a particular program and may include, for example, published content linked to health data. Presentations are culturally inclusive.

HSL is a partner in UNC-sponsored global health sciences programs from all schools in the Division of Health Affairs, providing care, education and research in locations throughout the world. HSL's roles include teaching, conducting research, information and consultation and shape the programs. Partners cost share expenses and access to valued health sciences content (germane to global health needs) with HSL.

Librarians at HSL recognize that knowledge is culturally derived, acquired, and applied, and that learning – the acquisition of new knowledge - is enabled by skills that are culturally dependent. As a result, information from the HSL may be offered in more than one language. Culture encompass shared beliefs, customs, norms, behavior, and practices, is a pragmatic consideration as HSL approaches new knowledge management challenges with global partners.

The HSL Global Office promotes and coordinates global health efforts overall. The library's global health informationist serves as point person for UNC global health programs, connecting them with relevant library resources and services. The officer collaborates with faculty to ensure that UNC students have knowledge management competencies needed to succeed in the global health environment. The office helps HSL staff understand the information needs of UNC global health initiatives.

HSL continually reviews its involvement in global health in recognition that university needs and priorities, and worldwide interests, are rapidly changing. To be optimally

prepared to respond to these changing needs, HSL strives to build a ‘global perspective’ throughout its organization and culture.

### **Roles for the Library**

Global Health Information consultant and educator, advisor of global health partners to prepare a global health information workforce

Evaluator of resources, services and systems and their impact on global health

Access provider to global health information resources and services any time, any place

Knowledge manager and “cultural boundary spanner” (Mason) (Carlile, 2002)

Researcher and contributor to evidence-based practice in global health and global health information services

### **Knowledge and skills**

- Multi-cultural orientation and sensitivity
- Interpersonal skills and ability to communicate effectively in multiple languages
- Knowledge of global health systems and cultural issues
- Ability to function in a world-wide information infrastructure
- Informationist skills (combining domain, cultural, and information management knowledge)
- Technology competencies (informatics, instruction, communication...)
- Research and evaluation skills allowing appraisal, selection and use of information resources for global health
- Evidence-based practice in global health (including library and information practice)

### **Scenario References**

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Scenario prepared by Carol Jenkins in consultation with HSL Global Health Vision Task Force and Fran Allegri

## Appendix II: Collection Development

The HSL includes resources to support global health studies, research and clinical practice in its collection development activities. As described elsewhere, the HSL subscribes to databases and journals with the specific intent to support the global health-related activities of UNC's researchers.

The HSL also purchases global health-focused books and films by selecting works written by international authors, particularly from the regions actively being researched by UNC faculty; about global health as a topic; about specific regions of interest; and about topics being researched by UNC faculty abroad. The HSL, or University Library at its instigation, also acquires some few books not health-related that might be of use to UNC students or faculty working overseas – books written about regional languages, travel books, ethnographies about specific peoples, etc.

In fiscal year 2010, the HSL made a concerted effort to review its collection of books with global health applications and ensure that they adequately support the University's known projects and goals. Numerous books were acquired to expand this collection, in addition to those that would have been added in the typical course of events.

As part of this review, the Library also engaged in a careful examination of existing subscription resources such as journals and databases. As a result of this review, all journal subscriptions closely related to global health were retained, but the database Gideon was dropped. Though it may seem as though a reduction in content is not a positive development, this action removed a database that was little utilized and freed budget space for potential new resources.

### **Appendix 3: Logic model developed by the task force**

**Appendix 4: Timeline of global health activity by the UNC HSL**