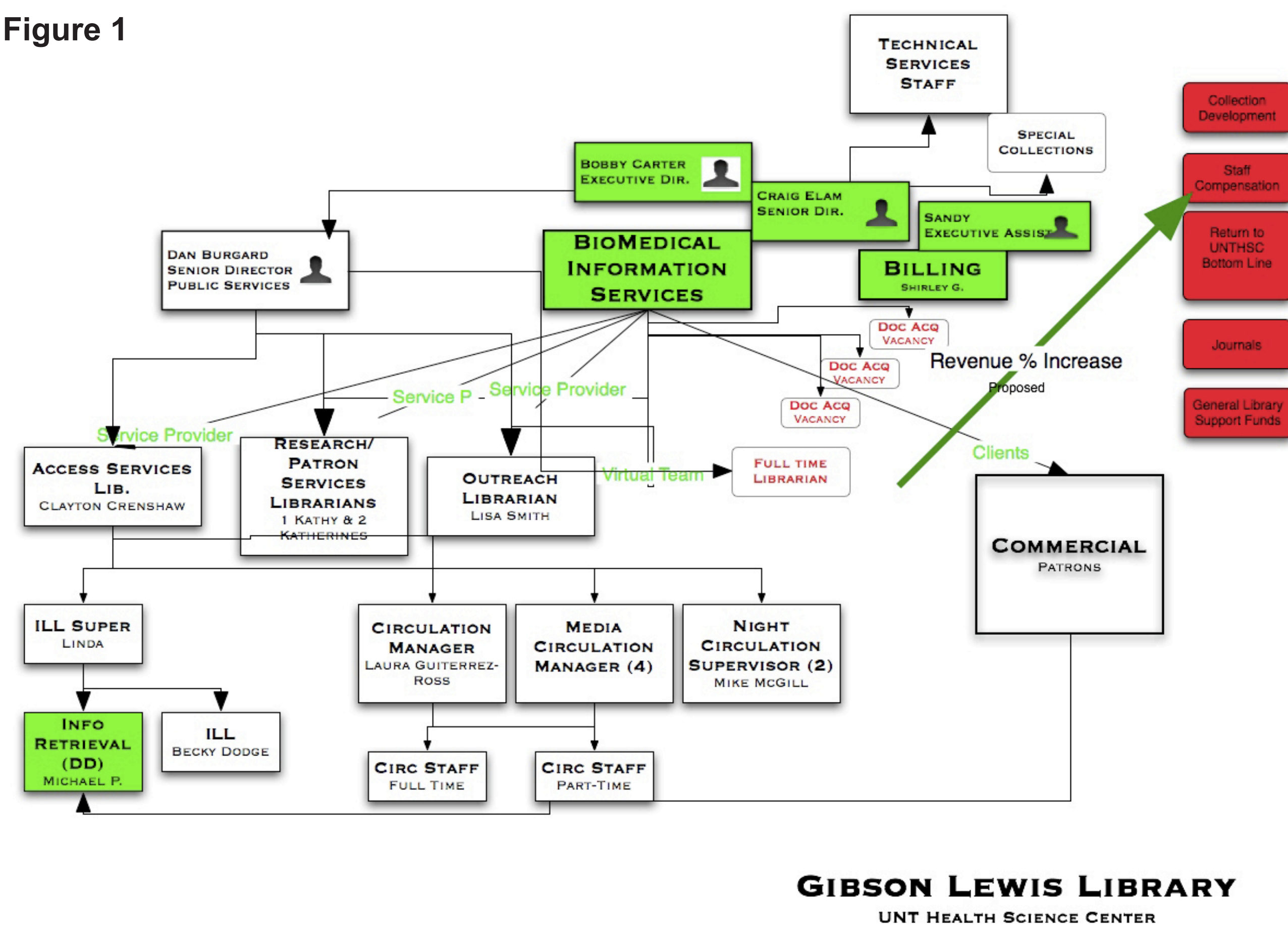


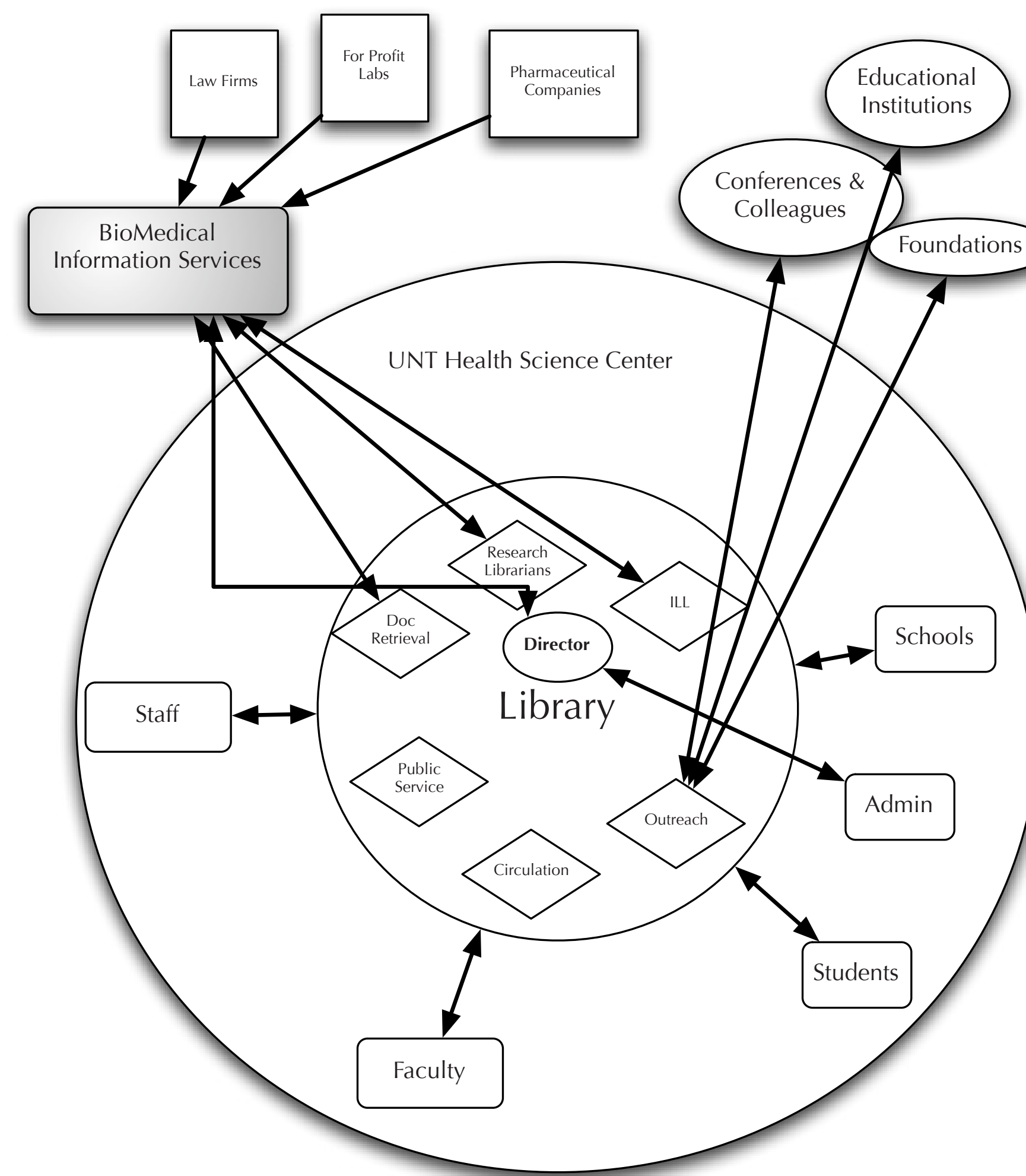
BioMedical Information Services (BiS) is a discreet unit within the Gibson D. Lewis Library. BiS was created to improve the quality of service to client/patrons and to raise revenue streams to accurately reflect a true cost recovery model for the Library.

Figure 1



Library Org Chart- Green areas represent personnel or departments within the library involved in revenue growth.

Figure 2



Library Structure & the creation of BiS.

Challenges & Opportunities

- The soft revenue stream for the library was a measured but uncontrolled, unsecured and inadequately monitored resource. There were challenges to the market that supported the revenue stream, such as Tort Reform affecting local attorneys' need for research & document retrieval and a lack of Market Diversity.
- Library services for outside (commercial) clients did not present a professional facade or move at a pace that responded to client/patron needs and these services were not priced for true 'cost recovery'
- Services for internal and external clients/patrons were not customer-driven and client/patrons were often left without options if a call for service was forwarded to another department within the library. Lack of service continuity.
- All document & research orders were recorded and processed through a cumbersome paper-based system.

Stakeholders & Partner Roles

- Library Reference- Provides Research Service for clients/patrons
- Library Circulation- 1st Point of Contact for walk-in clients/patrons
- Library Accounts Receivable-Modified billing practices
- ITS- Creating computer-based infrastructure for project

Process Reengineering & Redesign

- **Aligned reporting** structure to streamline decision-making processes. All revenue-generating entities working together more efficiently. (See fig 1)
- **Automation** of existing paper-based system for managing client/patron orders.
- **Created** a brand identity for a coordinated service entity- BioMedical Information Services (BiS) composed of pre-existing library resources (Reference Librarian Services, Circulation Services, Interlibrary Loan, & document delivery. (See fig 2)
- **Created** "virtual teams"- Ability to work outside of existing reporting structures to accomplish a common goal

Outcomes

- **Improved invoicing Figures-*** From Start of Process Reengineering
 - Document Delivery: **109%** Average Increase Year over Year by Month
 - Research Services: **177%** Average Invoicing increase Year over Year by month for Librarian Services
- **Market Diversification-** BiS increased the diversity of clients served by marketing to new target industries (Ex. added Criminal Defense Attorneys, more out of state attorneys, Commercial Labs, Insurance Companies.)
- **Improved Client/Patron Satisfaction-** Improved consistency in service delivery

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