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Evidence for Competency D

LIBR 204 – Information Organizations & Management

Strategic Plan Assignment

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Running Head: STRATEGIC PLAN BACKGROUND DOCUMENT

Orquidea State University Library

Strategic Plan 2005-2010

Background Document

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**Abstract**

The Orquidea State University Library<sup>1</sup> located in the County of San Pedro in California, needs to create a five year strategic plan to determine how to better serve its academic and nearby communities. In order to plan successfully for results, the plan must be supported by a conscientious planning process that will serve as a solid “blueprint” for the organization’s success. This document reflects the background planning process to arrive at objectives, goals and action plan, for the final strategic plan.

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<sup>1</sup> For purposes of this document, all organizations and counties are fictional and do not exist. Any coincidence with existing institutions is purely coincidental and was not intended.

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## INTRODUCTION

The Orquidea State University Library provides library services to its academic community through its strategically located facility in the heart of the university campus. The library is also part of the Peninsula Library Network (PLN), a consortium of 21 city, county, community college, and university libraries in San Pedro County. The collections and services of the PLS libraries are also available to all 350,071 residents of the county.

The previous strategic plan was done when the campus was first created six years ago and it was done as part of the university's general strategic plan. As it often happens, the county's demographic circumstances have changed since, increasing at a faster than previously projected rate. This growth has also impacted enrollment numbers. The library has seen a 71% increase in the number of registered library users, borrowing numbers, and electronic service demands. Technologically, the library does not have enough computers to satisfy the demands of this increased number of users and a library's website needs to be created to meet the need for remote research and catalog access. The library is in a modern building but the space needs to be re-arranged to create more studying and research stations throughout, and allow for meeting and training rooms for community use. Furthermore, new programs and services need to be implemented to address specific academic and community needs.

There is clearly a need to establish the library's own strategy for the future. In order to position the library for success, a comprehensive strategic plan must be developed which assesses current needs and status, and determines goals, objectives, and strategies to follow.

To realize this guiding document, a Strategic Plan Committee was formed. The committee members came from different backgrounds in the library field and represented a cross-section of all library staff. An outside facilitator was also appointed to help coordinate the

group's efforts and guide them in crafting the plan. During the first committee meeting, a schedule was established and agreed upon all members. The committee will meet every week for two months, the deadline given by the university's Board of Directors to present the strategic plan. Each session will last eight hours with subsequent sessions focusing on correcting or refining issues presented in the previous meeting.

Also, a variety of tools were used in obtaining background information to include the creation of focus groups, and regular feedback requests from the library's staff. For example, the new vision and mission statements of the library were created by management and staff by brainstorming together during a planning session.

The committee has progressed through a series of steps that will aid in planning: determining a strategic focus, determining goals and objectives, developing action plans, analysis of its environment, and determining organizational resources and critical success factors. The plan also foresees future changes to circumstances and recommends yearly plan reviews to monitor effectiveness and progress.

The result of this careful planning for the years 2005-2010 will be a strategic plan that will serve as effective guidance for the library in achieving its mission and objectives.

## STRATEGIC FOCUS

### Mission

The Orquidea State University Library's mission is to educate, inform, and enrich our students and at-large community by providing access to efficient collections, resources, services and facilities, while supporting the University's goals of academic excellence.

### Vision

The Strategic Plan Team has a vision of the Library five years from now:

- *To Become the Information Backbone of Our Community* – Our library will be the first place students and people go to for current, reliable, quality information.
- *To Offer Barrier-Free Information Services* – Our constituents will have barrier-free and timely access to all the information resources of the library (physical and virtual).
- *To Offer State-of-the-Art Facilities* – We will maintain an inviting and efficient environment that is comfortable, secure, accessible, and conducive to learning and self-discovery.
- *To be Technologically Advanced* – We will be a leader in the integration of technology and digital services that will enable users to have unlimited access to our onsite collection and global networks.
- *To Offer Superior Customer Service* – We take pride in serving the information needs of our patrons through respectful, friendly, and personalized service.
- *To Become our Community's Organic Learning Center* - The library will increasingly serve as a holistic and complete academic and community center of choice for collaboration, research, and study supported by a variety of resources.

## Values

The corporate values governing the Library include the following:

- *Accessibility* - We strive to provide accessible facilities, resources and programs for all.
- *Accountability* – We pledge to utilize public funds effectively.
- *Community Involvement* – We are actively involved in the development of our community.
- *Excellent Collections and Resources* – We strive to create a modern, well equipped facility to support our community’s information needs.
- *Innovation* – We support innovative solutions in all aspects of our service.
- *Intellectual Freedom* - We support an open and free exchange of information.
- *Learning* - We believe in providing resources and services that contribute to self-discovery and life long learning.
- *Quality of Service* – We provide superior service to our patrons.
- *Responsibility* - We are responsible for providing information services to our community.
- *Respect & Integrity* – We treat everyone with respect, dignity, fairness, honesty and courtesy.
- *Work Environment* - We believe in providing a safe, positive, empowering, and growth oriented work environment that values employees' experience, skills, knowledge and commitment to the library's mission.

## GOALS, OBJECTIVES & KEY INITIATIVES

In determining the goals and objectives, the Strategic Plan Committee, resolved to make these flexible enough so that they allow for future changes in the environment.

### Goals

1. Provide a technology infrastructure that supports the needs of both patrons and staff.

2. Provide library services that anticipate and respond to our patrons' and community's emerging and changing needs.
3. Offer effective use of our library facilities to our patrons.
4. Increase marketing and funding to support our goals and enhance visibility of the library.

### **Objectives**

1. Increase the number of stand-alone terminals used for research and catalog searching.
2. Create and maintain a library website that enables users to browse the library's collection, place holds, update their user information, and conduct research remotely.
3. Implement a Scholarship & Financial Aid Student Reference Center.
4. Implement a Children's Reading Hour program for community members.
5. Adapt existing underutilized physical spaces to accommodate individual research, group study, and community meeting rooms.
6. Ensure the staff has the competencies and skills necessary to meet new services, technological offerings, changing needs, and patrons' expectations.
7. Pursue new sources of revenue to support our goals.
8. Implement marketing campaign to raise awareness of new services and resources.

### **Key Initiatives & Strategies 2005-2010**

To achieve our vision and goals for the future, we are setting strategic initiatives for the library. Identifying these priorities will help us head in the right direction and focus on accomplishing our most immediate objectives. To set our priorities we solicited and analyzed input from focus groups, our staff, and various library and business consultants. Our most immediate priorities are to augment our technology capabilities and obtain necessary funding in order to add value to our basic technology resources.

Realizing these priorities requires that we have an action plan in place. We have, therefore, identified a set of strategies to attain each strategic goal within our desired five year timeline.

### **Strategic Initiative 1 – Effective Technology Infrastructure**

Goal - To provide an effective technology infrastructure that allows effective use of our collections

1.1 Increase the number of research computer terminals throughout the library.

1.1.1 Enhance terminals dedicated to catalog searching with adequate software that allows them to also serve as stations with access to the internet. Implementing such a capability will allow the library to quickly adapt to future increasing usage changes.

1.2 Create and maintain a library website that enables users to browse the library's collection, place holds, update their user information, and conduct research remotely.

1.2.1 Create and maintain an intranet website for use by the library staff.

1.3 Continue ongoing training for all staff on how to best operate existing and new technology in order to best assist patrons.

1.4 Collaborate with the university's Information Technology department to ensure implementation of best technologies.

### **Strategic Initiative 2 – Enhanced Library Services**

Goal – To maintain our excellent service level, provide effective use of our facilities, and develop niche programs to meet our constituents' needs in the academic reference programs area.

2.1 Implement a Scholarship & Financial Aid Student Reference Center to help students navigate the complicated web of resources in this area by offering pathfinders and concentrating resources in one place.

- 2.2 Implement a Children's Reading Hour program to meet the community's demand and promote reading in youngsters.
- 2.3 Provide and maintain a wide range of print and digital collections that meet the academic and informational needs of the university and the community.
- 2.5 Evaluate our current layout to best accommodate new stations and services.
  - 2.5.1 Adapt existing underutilized physical spaces to accommodate individual research, group study, and community meeting rooms.
  - 2.5.2 Evaluate the impact of new services and technology provided throughout the library to ensure adequate lighting, ventilation, elevators, exits, signage, furniture, and accessibility.

### **Strategic Initiative 3 – FUNDING & MARKETING**

Goal – To develop effective methodology in order to increase our revenue and funding, and expand our funding sources while raising awareness and visibility in the community.

- 3.1 Develop a fundraising blueprint to increase funding in order to meet our goals.
  - 3.1.1 Create a database of past and potential individual and corporate donors.
  - 3.1.2 Study the feasibility of hiring a full time or consulting fundraising professional to spearhead the library's fundraising campaigns.
  - 3.1.3 Maintain a current database of grant opportunities to be pursued.
- 3.5 Conduct public awareness efforts that support fundraising.
  - 3.5.1 Develop public relations by participating in and sponsoring community events.
  - 3.5.2 Raise awareness of library services with strategic media releases and public displays.
- 3.6 Develop close partnerships with other academic and county institutions.
- 3.7 Expand the library's participation in county, state, and national networks and consortiums.

## **ENVIRONMENTAL ANALYSIS**

### **SWOT (Strengths, Weaknesses, Opportunities and Threats)**

#### **Strengths**

- Strong, supportive school Board of Directors
- Strong support from the school board towards electronic resources
- Strong partnerships with county's members of Peninsula Library Network
- Recently built building is safe and modern with lots of free space
- Knowledgeable, experienced, and caring staff
- Financially stable as library is supported by both school and state funds

#### **Weaknesses**

- Rapidly increasing enrollment has made obvious the need to increase our technology offerings
- Rapidly increasing constituency has considerably increased foot traffic
- Lack of computer terminals to serve the needs of an increasing number of patrons
- Poor maintenance of print/non-print and digital collections
- Technology poses volatility and must be supported
- Absence of a website that can serve patrons remotely
- Limitations with the use of terminals used for catalog searching
- The means to evaluate the quality of service are limited
- Library is not providing special services to students and community
- Limited staff training programs

**Opportunities**

- Willingness to invest in technology poses opportunities for evolvement
- Library location is in the city's center of economic and social activity
- The closest two libraries are 9 and 12 miles away from our library
- As services expand, there is great opportunity for students and the immediate population to use the library, therefore gaining visibility and support
- Seek new sources of funding for providing enhanced library services to the growing community
- Seek new sources of revenue by hosting community events such as book sales
- Strong community ties has yielded a sizable number of volunteers for services
- Increase in terminals and website will serve the information needs of our constituency better
- Build strong partnerships with other academic and public institutions by increasing library's visibility through effective marketing and community events participation

**Threats**

- Lack of new sources of funding and revenue
- Increase of electronic resources and mediums, and new library programs would need adequate staffing and training
- Program implementation which affects facilities redesign and renovations can only be based on estimated future enrollment and traffic numbers
- Staff often lacks adequate time to perform their duties, having to concentrate mostly on reference services

## **Products & Services**

All of the products and services we offer are inherent to the services we provide, are fully utilized by our patrons, and, therefore, their continuity is imperative. We highly value our products and services and plan on continuing efforts to enhance our print, non-print, and digital collections through the strategies previously outlined.

### **Products**

- *Computers* – terminal use is free and allows access to specialized databases and the catalog, word processing, spreadsheets, printing, and the Internet.
- *Databases* – we offer complete access to specialized electronic databases and indexes.
- *Digital Collection* – the library has a digital collection that exceeds 7,000 items.
- *Print Collection* – the library boasts a 6,000 items collection that includes books, periodicals, scholarly journals, and county and state records.
- *Non-print Collection* – the library has a collection of over 1,500 video, CD's and DVD's items all available for borrowing.
- *Reference Materials* – Thorough collection of Almanacs, Directories, Encyclopedias, Indexes.

### **Services**

- *Audiovisual* – the library has two television, VCR and DVD sets that can be used on a first come, first served basis.
- *Circulation and General Information* – experienced staff to assist patrons with checking out items, answering general questions, requesting holds, and retrieving reserved materials.
- *Copying & Scanning* – the library has two copiers and two scanners.

- *Instruction* – instructional orientation sessions for faculty and students.
- *Library Cards* – free library cards that allow access to all libraries in the PLN.
- *Reference Services* – professional reference librarians assist patrons in using library resources.
- *Research Services* – professional librarians assist patrons in optimizing the use of library resources to conduct research.
- *Reserve & Holds Services* – items instructors have place on reserve are available at the Circulation desk. Materials can also be requested from other PLN libraries.

## **Users**

Our library users are mostly students from our university and community patrons. Increasingly we have noticed that we are also servicing students from other schools within our county and adjacent counties.

1. *Characteristics* - Most library users are young people and adults from a variety of ethnic and social backgrounds. Some of our users are children and youngsters that visit the library with their parents or supervising adults and end up using our services. The majority of our users reside in the immediate area or within San Pedro County. However, patrons from adjacent counties and other schools also visit our library.
2. *Needs* - Students mostly need research services, databases access, the Internet, copying services, and areas related to their academic pursuits. Patrons' needs range from reference and research services to enjoying our print collections at the library or at home. Both students and patrons have repeatedly requested the implementation of core programs that address their needs such as the Scholarship and Financial Aid Center for students and the Children's Reading Hour for patrons' children.

3. *Motivation* – Our library is the only one within the next 9 miles. It provides modern installations, a sizeable print and digital collection, a peaceful environment, and knowledgeable and service oriented staff. In the short time we have been open to the public we have built a reputation for excellence and excellent service.

### **Competition**

Our library has two nearby competitors located 9 and 12 miles away. They are the San Benito Public Library and the Tijera Community College Library both located in San Pedro County.

Other competitors include 2 public libraries in the adjacent county of San Francis.

1. *Accessibility* - All four competing libraries already have websites in place that offer patrons with convenient access to their catalogs and electronic resources.
2. *Collection* - These 4 competing libraries generally offer the same services we do. However, their collections are considerably smaller, representing at best a third of ours. We also offer a collection of digital media which none of the competitors has.
3. *Distance* – Our competitors are within considerable distance from our library. There is a sizeable number of users that is exclusively serviced by our library.
4. *Facilities* – Competitors are housed in buildings which are older than twenty years which often results in facilities problems and renovations which inconvenience library users.
5. *Hours of Operation* - The three public libraries have highly convenient hours of operation, functioning six days a week from 8:00am until 8:00pm. The college's library hours mirror ours by opening every day from 9:00am-7:00pm and 10:00am-4:00pm on Saturdays.
6. *Services* - The public libraries also have several public programs in place such as Adult Literacy, Book Discussion, Teen Book Club, Children Story Time, and Family Story

Time. These programs are very popular with community patrons. The college library does not currently have any programs in place.

## **ORGANIZATIONAL RESOURCES**

### **Staff Competencies**

Our library is efficiently staffed with four full-time and three part-time members. Three of the full-time staff are professional librarians of varying working experience while the other member is currently studying towards her Master of Science Degree in Library and Information Science. Some of our part-time members have graduate degrees unrelated to library and information science. However, they have all worked at libraries before and have considerable first hand knowledge of librarianship.

There are currently two interns who are doing the practicum portion of their library and information science degrees at our library. They help with routine maintenance of our collection and with scanning items to enhance our digital collection.

### **Funding & Resources**

The library operations are funded by the university (55%), the State of California (40%), and individual and institutional donations (5%). The library operates under a \$850,000 annual budget.

The university funding is a very stable funding source and library operations are routinely included in the budget calculations. The school Board of Directors makes all final decisions as it pertains to library budget requests funneled through library management. There is a School Foundation that helps with fundraising but it is on a school general level and not specific to the library.

Recently, the State passed legislation that decreased the amount of funds available for libraries.

Starting in the year 2007, the library will see a decrease of 10% of these funds.

Donations have historically accounted for 5% of our operations. We believe we can considerably increase these amounts by implementing effective marketing programs to raise community awareness.

**Budget (Income vs. Expenses)**

Income

University	567,500
State Funds	400,000
Donation Receipts	100,000
Fines & Fees	2,500
Fundraising	180,000
<b>Total Revenue</b> .....	<b>1,250,000</b>

Expenses

Acquisitions (includes all print, periodicals, and digital collections)	400,000
Advertising & Marketing	100,000
Collection Conservation	20,000
Programs & Services	39,500
Staffing	455,000
Technology (includes new computers purchased 2005)	125,500
Training & Development	10,000
Utilities & Expenses	100,000
<b>Total Expenses</b> .....	<b>1,250,000</b>

**CRITICAL SUCCESS FACTORS**

**Action Plan**

Completion Timeframe – September, 2005

**Technology**

- Establish Technology Infrastructure Committee.
- Conduct a review of existing terminal usage to determine need.

- Conduct a review of necessary software to enhance existing catalog terminals.
- Liaise with IT Department to determine first requirements for designing the website.
- Analyze and budget the yearly cost of operating and maintaining a website.
- Develop progress and needs reassessment monitoring program.

### **Library Services**

- Establish Programs, Services and Facilities Committee.
- Establish a periodic schedule to evaluate academic and community needs in term of programs and services.
- Evaluate our current layout to best accommodate new stations and services.
- Evaluate the impact of new services and technology provided throughout the library to ensure adequate lighting, ventilation, elevators, exits, signage, furniture, and accessibility.
- Develop and execute a feedback survey for patrons to measure effectiveness of improvements.
- Review and establish a methodical approach to collection management to evaluate the collections' value and usefulness on a yearly basis.
- Develop progress and needs reassessment monitoring program.

### **Funding & Marketing**

- Establish a Funding & Marketing Committee.
- Determine budget and income needs to support planned level of service.
- Study the feasibility of hiring a full time or consulting fundraising professional to spearhead the library's fundraising campaigns.
- Through in house advertising (i.e. flyers placed throughout library, staff chatting with patrons, etc.) start gathering e-mail list of patrons/visitors who would like to sign up for a newsletter.
- Develop progress and needs reassessment monitoring program.

## **Completion Timeframe – September, 2006**

### **Technology**

- Acquire and install determined number of computer terminals to support current usage.
- Acquire and install internet or required software in current catalog searching terminals.
- Develop and implement an ongoing technology training schedule for all staff.
- Finish establishing content, links, catalog, etc. for website.
- Appoint one person in the library to serve as liaison with the school's web editor to channel all future changes, updates and troubleshooting issues through.

### **Library Services**

- Adapt existing underutilized physical spaces to accommodate individual research, group study, and community meeting rooms.
- Implement a Scholarship & Financial Aid Student Reference Center.
- Implement a Children's Reading Hour.
- Re-formulate emergency procedures to reflect changes within the library. Communicate changes to school, county authorities, and patrons through regular and visible communications.
- Periodically evaluate and improve traffic patterns throughout the library.
- Increase the number of library instruction sessions provided for faculty and students.
- Ongoing review of collection management to evaluate the collections' value and usefulness.

### **Funding & Marketing**

- Create, establish frequency, and mail out library newsletter with announcements of new services, changes to the facilities, progress reports on ongoing projects, and volunteering opportunities within the library.
- Create a database of past and potential individual and corporate donors.

- Develop, establish frequency, and execute a mailing marketing campaign to obtain donations.
- Create a database of federal and state grant opportunities.
- Start applying to grant opportunities.
- Develop a schedule of community events where the library can participate or sponsor.
- Develop a schedule of library and information science events, conferences and consortiums at the national, state, and local levels.

### **Completion Timeframe – September, 2007**

#### **Technology**

- Website goes live.
- Develop training sessions to expose and teach patrons how to use the website.
- Liaise with IT Department to create an intranet site for staff.

#### **Library Services**

- Through use of survey, continue to review patrons' needs for core services.
- Ongoing review of collection management to evaluate the collections' value and usefulness.
- Periodically evaluate and improve traffic patterns throughout the library.

#### **Funding & Marketing**

- Team up with a different charity every quarter to implement a "Book Sale" for weeded out volumes from the collection. The charity organization would provide the marketing efforts whereas the library would provide the product, volunteer services, and profit.
- Expand the library's participation in county, state, and national networks and consortiums.
- Engage in boards or feasibility study programs that promote the enhancement of existing library technologies.

### **Completion Timeframe – September, 2008**

#### **Technology**

- Intranet site goes live.
- Continue to assess technological needs and train staff accordingly.

#### **Library Services**

- Determine logistics and furniture needs to host the “Curl Up with a Good Book” night.
- Through use of survey, continue to review patrons’ needs for core services.
- Periodically evaluate and improve traffic patterns throughout the library.

#### **Funding & Marketing**

- Implement a once a month “Curl Up with a Good Book” night where tea, coffee, and light pastries are offered to patrons.
- Develop and execute a direct mail marketing campaign to all registered library users.
- Raise awareness of library services in campus by situating flyers in strategic places like common areas, cafeteria, student services, bookstore, and registration areas.

### **Completion Timeframe – September, 2009**

#### **Technology**

- Standardize technology knowledge among staff and include it in job descriptions, hiring criteria, core competencies, testing, and annual reviews.
- Continue to assess technological needs and train staff accordingly.

#### **Library Services**

- Through use of survey, continue to review patrons’ needs for core services.
- Ongoing review of collection management to evaluate the collections’ value and usefulness.
- Periodically evaluate and improve traffic patterns throughout the library.

### **Funding & Marketing**

- Wrap-up fundraising efforts.
- Team up with a local advertising agency to create and implement local media campaign on a pro-bono basis, reduced fees, or mutually beneficial relationship.
- Liaise with local banks to establish a Planned Giving Program (i.e. annuities, wills, etc.).
- Conduct marketing campaign (direct mail, include in newsletter, flyers throughout library) to inform patrons and donors of Planned Giving Program.

### **Completion Timeframe – September, 2010**

#### **Technology**

- Technology initiatives implemented.
- Continue to assess technological needs and train staff accordingly.

#### **Library Services**

- Through use of survey, continue to review patrons' needs for core services.
- Ongoing review of collection management to evaluate the collections' value and usefulness.
- Periodically evaluate and improve traffic patterns throughout the library.

### **Funding & Marketing**

- Local advertising campaign implemented.
- Review fundraising efforts to review and improve most effective programs.
- Start working on Strategic Plan 2010-2015.

### **Inform & Rally**

In order to implement the success of this strategic plan, we need to gather support from constituents and staff alike. This is not an overly ambitious plan and the key initiatives and goals can be easily accomplished.

We are lucky to have a committed staff of professionals who really enjoy their jobs and working for our institution. A sizeable part of our budget is committed to funding staffing and their development. We feel that employees are our most valuable asset.

Likewise, our academic and growing communities look up to us to satisfy their information needs and enrich their lives. Our students are our first priority as they are the reason we exist. Also from our community comes our staff of volunteers who genuinely enjoy giving back to their community through working at the library. With the implementation of public programs and services, we are sure to rally the support we need from the community in the form of gratitude, volunteering, support for state funding initiatives, and personal and corporate donations.

Our employees have played an integral role in the design of this plan as their input was solicited to define the mission, vision, values, and library effectiveness feedback. Once finalized and approved, we will share the strategic plan with them and revisit it annually to monitor its progress.

We have also started the process of informing certain sectors of the student body and the community. In order to gather data and analyze our current operations, we utilized academic and community focus groups that offered a unique perspective into the plan. Once finished, the strategic plan will be a public document, available for review by any of our constituents.

### **Focus**

Our focus during the next five years will be in implementing the key initiatives as per the schedule delineated in the Action Plan section.

To achieve this focus we must not only work tightly as a team but also implement some tools that help us remain centered. To that extent we will have planned for the creation three committees that will oversee Funding and Marketing, Programs, Services and Facilities, and

Technology Infrastructure. Said committees will be formed by library staff, university management, and relevant consulting personnel. The committees will be instrumental in monitoring progress, raising and solving issues as they appear, and taking each goal to completion.

### **Monitoring, Measuring & Reporting**

The strategic plan specifies responsibility and realistic timeframes through the action plan. Each committee will report once a month to the Library Director on the progress of each key initiative and corresponding strategies. This will allow management to detect any relevant issues before they become a bigger problem and threaten the success of the strategic plan. Included in the plan there is also a yearly review of the strategic plan.

The Library Director is responsible for further reporting to the university's Board of Directors. The university also holds monthly stakeholder public meetings which will provide the library with first-hand feedback from the community on the effectiveness of our operations. With the implementation of the website and new services, the library will keep a pulse on the constituency's needs.

As this is a live and flexible plan, it allows for continuous review and refocusing by using environmental scanning, community involvement, student participation, and key partnerships as tools to keep us focused.

### **Management Goals & Objectives**

The responsibility to spearhead the completion of the plan rests on the library's director.

However, she will be supported and aided by her staff, the university, and the community. The director's goals entail:

- Managing the budget

- Achieving balance between different areas of the library
- Developing staff
- Maximizing value or services offered
- Identifying and maintaining alignment between spending and priorities

Management must also keep staff motivated by using a series of motivational tools such as:

- Implementing group sessions where staff is allowed to raise issues and brainstorm solution together
- Providing periodic feedback on performance and areas for improvement
- Recognizing valuable employees and beyond-the-call-of-duty performance
- Providing adequate and continuous training and self-improvement opportunities
- Supporting staff's desired to improve their capabilities

## **CONCLUSION**

The Strategic Planning Committee appreciates the input received from the public, our academic community, and our staff in the development of our plan. Over the next five years we aspire to greatly improve our library programs, services, and technology offerings to be able to serve the information needs of our community. The plan will be reviewed periodically to allow for monitoring of our success and, if necessary, realignment of priorities and objectives. Through adherence to the plan we vow to fulfill our mission and aspire to achieve our vision.