James White Library's strategic plan development process: an innovative approach

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James White Library’s Strategic Plan Development Process: An Innovative Approach

The objective of this presentation is to describe the process adopted by James White Library to develop and implement its Strategic Plan for the period 2014–2017.

JSW’s Strategic Planning Process

Although a Strategic Planning Committee was formed to manage the process and make the final decisions, the process required the participation and commitment of the library’s staff as a whole. The Committee consisted of thesometimes in charge of the Strategic Plan’s chair and represented by the Steering Plan’s chairperson. Each of the library’s departments developed its own strategic plan (as emphasized in the Strategic Plan’s goals). Each of them also included the library’s departments, including the Administration, Development, and liaisons with the University as the James White Library’s Strategic Plan. Certain attention was given to align the Library’s goals to the University’s.

The process consisted of six phases and ten steps:

1. Establishing the Strategic Plan’s Philosophical Underpinnings
   - Method: Library personal

2. Assessment of the Previous Strategic Plan
   - Method: SWOT analysis
   - Review and evaluation of the previous goals and objectives to identify to what extent they were accomplished

3. External Environment Scanning
   - Method: Delphi Technique
   - Discussion of National and Local Economic Trends, Library Users and Library Use, Library Trends, Technological Trends, and Objectives, and “Y” and “N” questions, Graduate Studies Practices, were presented to key university administrators and librarians.

4. Student Environment Scanning
   - Method: User Study
   - Survey applied to 300 students

5. All Academic Environment Scanning
   - Method: Focus group with faculty
   - Follow-up questions depending on: (a) If they answered with information related to the library and its role and how they use the library, including library classes and syllabus; and (b) If they did not mention the library.

6. Identification of Library Trends
   - Method: Delphi Technique
   - Study applied to library faculty

7. Data Tabulation and Analysis
   - Method: Data collected and analyzed in Phase 2

8. Writing the Plan
   - Method: Committee

9. Promoting the Plan
   - Method: Library committees

10. Revising the Plan
    - Method: Library committees

The library is organized into five main working programs to develop the library’s strategic plan: Planning, Development, Technical Services, Purchasing, and Marketing.

James White Library, Andrews University’s James White Library was founded in 1924 and moved to its present location in 1962. The Library is located in the Seminary Center on the Andrews University campus. The library is structured into the following working programs:

1. Administration: The library staff includes around 70 part-time student assistants, and around 20 full-time student workers.

2. Technical Services: The library’s main holdings are formed by 1.2 million books, including around 150,000 e-books, 3,500 print journals, and approximately 165,000 journal titles, with an annual expenditure of approximately $1.5 million. The Andrews University’s Seminary Library is fully integrated with the Andrews University Library, and both libraries share the same collection.

3. Interlibrary Loan: The library offers a variety of library services, including interlibrary loan, document delivery, and online reference services.

4. Information Services: The library’s Information Services include reference, library instruction, database search, and extended services.

5. Computer Services: The library’s Computer Services include computer access, printing, scanning, and online reference services.

6. Building Services: The library is located in the Seminary Center on the Andrews University campus. The library’s main holdings are formed by 1.2 million books, including around 150,000 e-books, 3,500 print journals, and approximately 165,000 journal titles, with an annual expenditure of approximately $1.5 million. The library is fully integrated with the Andrews University Library, and both libraries share the same collection.

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8. Special Collections: The library’s Special Collections include the Andrews University Archives, the Andrews University Special Collections, and the Andrews University Library Special Collections.

9. Government Information: The library’s government information services include the Andrews University Library, the Andrews University Special Collections, and the Andrews University Library Special Collections.

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