

Strategic Plan for Fictional Monet Academy Library

MLIS 7200 Management of Libraries and Information Centers

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Description

The Monet Academy is a private institution with undergraduate programs in graphic design, digital filmmaking, interactive media design, media arts and animation, and photographic imaging. It has a student enrollment of 3,000, a faculty of 170, and staff of 70. The library is slanted towards a collection of art related materials that serve its population; its collection consists of 50,000 books, 5,000 DVDs and videos, 160 serials, and 62 databases. It has a total annual operating budget of \$525,000 (which does not include buildings and grounds).

The mission of the library is to “support the instructional programs of the Monet Academy by providing and promoting a quality collection of library resources.”

The library is hierarchically organized into four departments: audio-visual collections, circulation, cataloging, and reference. The director reports to the Dean of Academic Affairs. A Library Committee, composed of faculty representing each academic department, advises on all library policies.

Developing a Strategic Plan

The Strategic Plan for the library is developed from previous planning processes, which are reviewed annually in preparation for the following year’s budget. The Planning Committee is appointed by the Dean of Academic Affairs, and includes the Director of the Library and representatives from the faculty, library staff, and staff from other departments.

The first task of the Planning Committee is to perform an environmental scan, an internal and external analysis of factors relevant to the library's ongoing operations. The environmental scan includes an examination of SWOT (Strengths, Weaknesses, Opportunities, Threats) and PEST (Political, Economic, Social, Technological factors).

The committee then reviews relevant literature to refresh their understanding of the strategic planning process. They also perform comparisons with other academic art libraries, in order to determine whether new goals, objectives, strategies and actions have met with success elsewhere.

The committee will review its current vision and mission statements, in order to determine whether they are still relevant to the current state of the library, as well as its goals, objectives, and actions. The vision statement describes the library five years down the road. The mission statement succinctly describes the customers, services, and activities of the library. Goals proceed from the mission statement as specific articulations of future plans; measurable objectives are developed from the goals. Short-term actions, which are measurable and repetitive, contribute to the success of the objectives. Goals, objectives, and actions are understood in relation to customers, services, and resources, in environmental, organizational, and individual perspectives. They must be realistic and obtainable, but also challenging.

The Planning Committee presents its plan to the library staff for comment and review. The Library Director then prepares and submits a budget based on the plan.

FY 2008-2009 Strategic Planning Timeline

Date Range	Actions	Personnel
July-August	Formation of Committee	Appointed by Dean and Library Director
September-October	Environmental scan: - Determine SWOT (Strengths, Weaknesses, Opportunities, Threats). - Study PEST (Political, Economic, Social, Technological factors).	Planning Committee
November-December	Review of literature. Benchmarking similar libraries. (Re-)write Vision and Mission statements.	Planning Committee
January-February	Determine goals, objectives, activities, policies and procedures.	Planning Committee
March-April	Present plan to staff for evaluation.	Planning Committee and Library Staff
May-June	Develop and submit budget.	Library Director

Mission Statement

The mission of the Monet Academy library is to support the instructional programs of the Monet Academy by providing and promoting a quality collection of library resources. The primary emphasis is on providing materials that support the curriculum of the Monet Academy; a secondary purpose is on pedagogical and research materials for faculty and staff.

Strategic Goals

Strategic Goal 1: The library will provide a collection of resources, which meets the curricular, professional, and educational needs of the Monet Academy.

Objective A: Ensure that the library's collections are relevant to the needs of users.

Action 1: The library staff will develop a survey of collection needs, to be distributed among staff, faculty members, and to students in one class of each instructor.

Action 2: The Library Director and Audio Visual Librarian, in consultation with survey results, will develop and report to the Library Committee recommendations for the addition of electronic books and audio books.

Action 3: The library staff will weed the circulating collection and databases, in consultation with survey results.

Objective B: Improve access to the collection.

Action 1: The Library Director, in consultation with the Student Library Advisory Committee, will commission a study of the existing library web site design and functionality, addressing the feasibility of updating it to include more user-interactive features.

Action 2: The Library Director will form a committee of representative faculty, staff and students to develop a strategic plan to restructure library layout to accommodate increased demand of audio-visual materials.

Strategic Goal 2: The library will establish and maintain a range of services that support, enhance, and promote the academic programs of the Monet Academy.

Objective A: Increase and enhance library instruction for students and faculty.

Action 1: The Director and Reference Librarian will develop a one-hour bibliographic training session that will be suitable both for stand-alone sessions and for integration into freshman courses.

Action 2: The Director and Reference Librarian will conduct one-on-one meetings with faculty from all departments to determine library training needs and offer additional instruction within courses and for faculty professional development.

Objective B: Develop new avenues for communicating with students.

Action 1: The Director and Assistant Director will establish a Student Library Advisory Committee, consisting of two student representatives each from freshman, sophomore, junior and senior classes, which will meet monthly over lunch (provided by the library).

Action 2: The Assistant Director will develop and write an ongoing blog on the library's website, contributions to be posted at least weekly.

Budget

Library Books Total \$117,186 (Goal: provide new materials for fiscal year)

Library books \$73,752

Standing Orders \$14,004

DVDs/Videos \$26,040

Slides \$2,000

Library Subscriptions Total \$90,992 (Goal: provide serials and database access)

Paper Subscriptions \$13,325

EBSCO renewals/new titles \$13,050

Newspaper \$275

Other \$3,667

Databases \$74,000

Library Travel/Training \$2,500 (Goal: provide staff training)

Library Student Help \$33,320 (Goal: provide 80 hours per week student help)

Library Staff Totals: \$271,590 (Goal: pay staff of 4 librarians and 2 paraprofessionals)

Library Director: \$65,270

Librarians \$146,320

Library Assistants \$60,000

Library Supplies \$9,600 (Goal: provide office supplies)

Library Software \$1,350 (Goal: keep library computers running)

Library Repair and Maintenance \$650 (Goal: provide security gate maintenance)

Total Operating Budget: \$527,098 (does not include general maintenance and facility overhead)

Contributions of Individual Group Members

All members of the group collaborated equally in all aspects of this project.