

Strategic Plan: Implementing Evening Hours at the
Johnson & Wales University Library
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Mission Statement: Johnson & Wales Library, North Miami Campus

“The JWU Library provides the JWU North Miami Campus with affordable access to information, materials, and services. JWU Library takes pride in offering a diverse collection and robust e-resources for student, staff, and faculty research. Equity, diversity, and inclusion are guiding principles of the mission, services, and collection development at the JWU Library, North Miami Campus.”

Strategic Plan: JWU Library Evening Hours

In collaboration with the JWU Athletic Department, Graduate School, and Center for Commuter Students, **the JWU Library recommends an increase in the library’s evening hours of operation.** While this extension in hours will benefit all students, staff, and faculty, the library and its partners endorse this change to specifically meet the study and research needs of JWU student-athletes, graduate students, and commuter students.



New Library Hours, Beginning Fall 2019

Sunday – Thursday 8am-10pm (increased from 8pm to 10pm)

Friday & Saturday 10am-5pm (no change in Fri & Sat hours)

Timeline of Strategic Plan

April & May 2019: Announcement of Library Evening Hours Increase

Circulate Memorandum & Strategic Plan

HR Application to hire for the position of Library Assistant

May 2019 Post Library Assistant position

June & July 2019: Summer Planning

Forming Partnerships

Communicating with Key Informants

Hire Library Assistant, ideally by the end of July

August 2019: Marketing & Communications

Athletics, Faculty/Chefs & Graduate School

September 2019: Begin Extended Evening Hours!

Essential Partnerships

- Center for Academic Success
- Graduate School
- Center for Commuter Students
- Athletic Department

Fall 2019 Trimester

- Promote Extended hours in ENG 1101, ENG 1102 & all Librarian embedded courses
- Solicit feedback regarding extended hours from faculty & students in librarian embedded classes
- Inform faculty of new extended hours

Winter 2019 Trimester

- Promote Extended hours in ENG 1101, ENG 1102 & all Librarian embedded courses
- Solicit feedback regarding extended hours from faculty & students in librarian embedded classes
- Promote extended hours with new faculty and new adjunct faculty

Spring 2019 Trimester

- Promote Extended hours in ENG 1101, ENG 1102 & all Librarian embedded courses
- Solicit feedback regarding extended hours from faculty & students in librarian embedded classes
- Promote extended hours with new faculty and new adjunct faculty
- Librarian meet at faculty senate meeting

Summer 2020: Assess Feedback & Create 2020-2021 Strategic Plan

- Librarian director and library strategic committee chairs arranges meetings with deans, administrators, facilities, and custodial staff
- Survey for faculty, staff, and students will be available in every library embedded course in 2019-2020 school year. The feedback in the surveys will assist the library in planning for the 2020-2021 school year.

Partnerships Essential to the Success of the Library's Strategic Plan (Moran, 2018)**Center for Commuter Students**

- Host trimester evening commuter gatherings in library
- Market library services and extended hours in social media and lounge tv announcements for commuter students
- Survey commuter students through the Center for Commuter Students

Graduate School

- Host Saturday Grad Student Orientations every trimester in the library to promote evening hours
- Market library services and extended hours in social media, Blackboard, and email announcement to graduate students
- Survey graduate students in the MBA program through

Athletic Department

- All coaches support extended hours and basketball and soccer men's and women's teams have required their student-athletes to log 2 hours per week in the library.
- Each season, the athletic department has requested a librarian to speak to each team highlighting the library offerings, particularly e-resources helpful when athletes are traveling.

Center for Academic Success

- CAS is interested in cross-marketing with the library i.e. the library promotes their services and CAS promotes the library's services. Students have looked for tutoring in the library and reserved books
- CAS has ha

Campus Communications

- Social Media Marketing Campaign to alert JWU campus to the new library hours
- Foster a partnership with communication to promote future library events, programs and services.

Key Informants

Library Staff, Faculty, Chfs & Staff, Students, Facilities, Custodial Services, Campus Safety, IT Support, Deans, Administration, Deans, Board of Trustees

The key informants are the essential components of JWU campus that interact with the library on a day to day basis. Direct lines of communication and transparency in expectations and outcomes are necessary to foster a smooth transition into extending hours and continued good relations with these university departments.

Strategic Plan Goals for the Extended Hours Implementation (Perrin, 2017)**Goal 1: Foster JWU partnerships to drive increase in usage during new evening hours****Objectives:**

- 1) Create an campus wide investment in this initiate of extended hours (essential)
- 2) Partnerships will focus on student-athletes, commuter students, and graduate students (essential)
- 3) Partnerships will extend past this year's initiate of extended hours into continued collaborations with these partners to support JWU students, staff, and faculty (desired)

Timeline: Establish partnerships over the Summer 2019 and check in monthly with partnership to hear feedback and ideas regarding extended hours and library collaborations.

Goal 2: Market new evening hours in conjunction with promoting library materials & servicesObjectives:

- 1) Fall, Winter, and Spring Trimester presentations at faculty senate to alert full-time and adjunct faculty to new library services, materials, and extended hours
- 2) Cross-market within social media and communications with university partners
- 3) Establish clear expectations with JWU Communications Department regarding methods and analytics outcomes to judge outreach and advertising to both the JWU student body and the JWU staff and faculty

Timeline: Ongoing through 2019-2020 school year. Library director and strategic plan chair will meet monthly with the Communication Department Chair to evaluate marketing and strategies for outreach.

Goal 3: Implement Increased Evening Hours Beginning Fall 2019Objectives:

- 1) Over the summer of 2019, the strategic planning chair will meet with facilities and custodial department heads to plan for additional needs related to extended hours.
- 2) Hire additional Library Assistant by August 2019

Timeline: Hours will begin Fall 2019 and communications will remain open with facilities, campus safety, and custodial departments to ensure a smooth transition

Goal 4: Solicit usage report of new library hours and survey to acquire feedback from partnerships, key informants, library staff, and studentsObjectives:

- 1) Library staff will track usage of the library and study rooms from 6pm-10pm Sun-Thurs.
- 2) Library strategic plan chair will meet with department heads to listen to successes and concerns regarding extended hours
- 3) When assisting students, reference and circulation staff will ask students for their input and reactions to extended library hours

Timeline: September 2019 library staff will be very active in soliciting feedback and promoting increase in hours. At the beginning of Winter and Spring trimester, staff will highlight new hours. At the end of 2019-2020 school year, the strategic plan chair will meet one-on-one with key informants and department heads to hear their feedback and ideas for the 2020-2021 school year (Gregory, 2019).

Marketing & Communications

- JWU Communications is wholeheartedly supporting the promotion of the extended library hours. Marketing includes campus social media, website site calendars, printed department calendars, dorm tv announcements, and campus wide emails.

- JWU deans and department heads are allocating a slot to the library in their pre-fall meetings to promote library services, collections, and new evening hours
- Library partnerships with the Center for Academic Success, Center for Commuter Students, Athletics Department, and the Graduate School are promoting the extended library hours within their departments and in their communications avenues (Cervone, 2014).

Budget & Funding

A key component to the budget considerations related to the extended hours is JWU’s buy-in to the need for this increase in hours. As a small university, the library is dependent on university funds and student enrollment. With the support from the Center for Academic Success, the Athletics Department, and the Center for Commuter Students, Johnson & Wales has agreed to fund the extension of the hours for the 2019-2020 school year. After this time, it is understood that the JWU Campus will revisit budgeting for the extended hours in the Spring of 2020. The JWU Library will use the additional usage numbers to apply for grants and host the JWU Alumni Donors Summer Banquet to secure some funding through grants and bring visibility to JWU donors regarding the budget needs of the library (Drucker, 1973).

SWOT Analysis, Figure 1

Strengths, Weaknesses, Opportunities, Threats

Campus partnerships Access to information Serves students, faculty, staff	Limited hours & need for additional staff Marketing & communication Need for additional study rooms in library
Technology & e-resources access Inter-campus collaborations Central location on campus	Funding & campus wide support Student enrollment Perceptions of libraries

As a library staff, each member individually created a SWOT analyses to gather insights into our library from within our library team. Then, the JWU Library collaborated on a group SWOT chart, Figure 1. This figure provides a quick snapshot of external and internal areas of strengths, weaknesses, opportunities, and threats. The SWOT is an analysis is a reference point that is easily sharable when presenting to JWU administrators and committees. The clarity of the SWOT allows the library to connect its mission, goals, and objectives to these area in future predictions. Trends and projections are helpful to set a course for the library, while staying flexible to weather unpredictable hurdles in the future (Gregory, 2019).

Annual Assessment

It is essential that the library partnerships and key informants are heard and know their feedback is vital to the success and planning of the JWU Library. In previous years, the library has

conducting an internal yearly assessment. With the partnerships foster through this strategic plan, it is the library staff's desire to meet annually with both the partners and the key informants to forge a plan for the collaborations and overlapping needs the library fulfill in the JWU community (Buck, 2016).

Projections

The JWU Library projects that the increase in evening hours will be welcomed by students, faculty, and staff. The library is anticipating the 2019-2020 school year evening schedule changes will bring growing pains and periods of stress to the library staff. Acknowledging this prediction, the library has hired a consultant to meet with the library staff over the summer of 2019 to prepare for the changes, and again right before winter break 2019. The library director has also scheduled additional opportunities to meet with the library staff to hear their struggles and celebrations during the first months of this evening hours change. The library staff has overwhelmingly welcomed the change as a necessary need and has shown a positive attitude towards solutions to meet the staff coverage for the additional evening hours (Gregory, 2019).

Conclusion

The Johnson & Wales Library plays an integral role in the success of JWU North Miami Campus. The JWU Library strives to promote equity, diversity, and inclusion by strengthening campus partnerships and improving the library's visibility within the campus community. Through the implementation of this Strategic Plan to increase the Library's evening hours of operation, the library will increase affordable access to materials, services, and programming for JWU students, faculty, and staff. Using feedback from campus partners and key informants, the library will assess opportunities for improvement and suggestions for future partnerships and collaborations across campus. These connections and vision will allow the library to set 2020-2021 goals and partnerships to better serve the JWU campus community.

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MEMORANDUM: Strategic Plan JWU Library Evening Hours
Board of Trustees, 2019 Spring Meeting
April 8, 2019

JOHNSON & WALES UNIVERSITY BOARD OF TRUSTEES

Proposed Strategic Plan
for the
Implementation of Evening Hours at the
Johnson & Wales University Library, North Miami Campus

Need for Increased Evening Library Hours:

In collaboration with the JWU Athletic Department, Graduate School, and Center for Commuter Students, **the JWU Library recommends an increase in the library's evening hours of operation.** While this extension in hours will benefit all students, staff, and faculty, the library and its partners endorse this change to specifically meet the study and research needs of JWU student-athletes, graduate students, and commuter students.

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Essential Partners:

Center for Academic Success, Athletic Department, Center for Commuter Students, Graduate School, Communications Department

Goals:

- 1) Foster JWU partnerships to drive increase in usage during new evening hours
- 2) Market new evening hours in conjunction with promoting library materials & services
- 3) Implement increased evening hours beginning fall 2019
- 4) Solicit usage report of new library hours and survey to acquire feedback from partnerships, key informants, library staff, and students

Timeline of Implementation:

April-August 2019 Planning and Marketing
Fall 2019: Begin Increased Library Hours

We would like to express our thanks to the JWU Board of Trustees for your continued support and investment in the mission and vision of the Johnson & Wales University Library at the North Miami Campus. We look forward to your input and assistance as we prepare for the increase of our evening hours to serve the needs of our students, staff, and faculty.

The JWU Library Committee for the Strategic Plan JWU Library Evening Hours & Jade Kastel, Committee Chair

Attachment:

Strategic Plan JWU Library Evening Hours

Cc: Student Government Association, Chairs of Faculty & Chefs, Staff: Department Heads, Director of Facilities, Director of Custodial Services, Director of Athletics, Center for Academic Success, Center for Commuter Students, Campus Safety, Deans & Administration, Campus Communications



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