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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 Pos

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

Athletics

Fall 2019 Trimester

Winter 2019 Trimester

Spring 2019 Trimester

Summer 2019: Assess Feedback & Create 2020 Strategic Plan

Partnerships Essential to the Success of the Library's Strategic Plan

Center for Commuter Students

Host trimester evening commuter gatherings in library

Graduate School

Host Saturday Grad Student Orientation in the library to promote evening hours

Athletic Department

Center for Academic Success

Cross marketing & clarity in offerings at the CAS vs. Library

Campus Communications

Key Informants

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

Goal: Foster JWU partnerships to drive increase in usage during new evening hours

Objectives:

- 1)
- 2)
- 3)

Timeline:

Implementation:

Goal: Marketing new evening hours in conjunction with promoting library materials & services

Objectives:

- 1)
- 2) Cross-market with university partnerships
- 3)

Timeline:

Implementation:

Goal: Implement Increased Evening Hours Beginning Fall 2019

Objectives:

- 1)
- 2)
- 3)

Timeline:

Implementation:

Goal: Usage report of new library hours and survey to solicit feedback from partnerships, key informants, library staff, and students

Objectives:

- 1)

2)

3)

Timeline:

Implementation:

Marketing & Communications

Budget & Funding

University Buy-In

Grants

SWOT Analysis

Strengths, Weaknesses, Opportunities, Threats

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 . 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 feedback and

Tree Graphic

Feedback Mechanism

Boxes figure

Survey

Annual Assessment

Projections

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. 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 the opportunities for improvement and suggestions for future partnerships and collaborations across campus. These connections and vision will allow the library to strive towards its mission of

Write a strategic plan for any type of library with an accompanying introductory memorandum to the appropriate supervisor or management group. This plan should include a thoroughly constructed proposal for the implementation of a new service or a major change in procedures for an existing service(s). In addition to the strategic plan itself, please include a description of your hypothetical planning process and the steps you would take in a real situation to produce the plan. Please include a bibliography of the sources consulted and references as needed. Suggested length: 8-10 pages. You may do this assignment in groups of no more than 5 students. It is up to you to form a group if you so desire.

Set direction, plan for uncertain future, set direction, remain flexible.

“Strategic plans provide guidelines for moving into an uncertain future with the ability to set a direction but the flexibility to adjust to emerg-ing issues.” 2

Holt Zaugg. (2015). “Using a Library Impact Map to Assist Strategic Planning in Academic Libraries,” *Library Leadership & Management* 29, no. 3 (June 2015): 1.

Moran, Barbara B., and Claudia J. Morner. *Library and Information Center Management, 9th Edition*, ABC-CLIO, LLC, 2017. ProQuest Ebook Central, <http://ebookcentral.proquest.com/lib/usf/detail.action?docID=5124228>. Created from usf on 2019-09-26 07:21:59.

Mission, vision, and aspirations
Core values
Strengths, weaknesses, opportunities, and threats SWOT
Objectives, strategies, and operational tactics
Measurements and funding streams

Yearly objectives
Long-term goals
Guiding principles
Value propositions
Destinations points
Areas of focus, strategies

What your organization stands for
Market where you compete

How you compete in that market

Goals and initiatives to achieve goals -- allocate resources to pursue initiatives

Focus for efforts

Rally point

Identify risks and opportunities - plan for risks, exploit opportunities

1 set clear direction, stay in your lane, don't switch course yearly

2) say no to distractions

Diversify bets, execute plan

Annual evaluation

able 1, specific actions have been matched with the relevant goals and criteria for evaluating success. The table can be understood as a blueprint for vision, mission, and other planning statements, because it lists the specific content of a budget justification, rather than implying the importance of what the organization will achieve (Buck 2016 205).

Goals -- actions -- success criteria

Marketing is necessary for the survival of libraries and for the success of professionals in roles both inside and outside of traditional information venues. (Buck 2016 206)

librarians should search for grant, donation, and endowment opportunities. Corporations often give donations to strengthen their ties to the local community, and librarians should be aware of the businesses in the area they serve. (Buck 2016 207)

Economic downturn, significant increase in library usage space & materials

Libraries are currently becoming more of a cultural center for surrounding communities, providing a larger range of services centered on informa-

tion access and patron assistance. (Buck 2016 207)

strategic planning is frequently not connected to the day-to-day operations and success of the organization (Cervone 2014 155).

At its core, strategic planning is defined by two basic concepts (Chandler, 1969, 1990): (a) the identification and expression of long-term goals and (b) the provisioning of resources to bring those goals to fruition (Cervone 2014 156)

Chandler, A. (1969). *Strategy and structure: Chapters in the history of the American industrial enterprise*. Cambridge, MA: MIT Press; reprint, 1990.

perpetuating the planning process itself rather than focusing on truly producing tangible results and outcomes (Cervone 2014 157)

1. Failure of executive leadership
 2. Problems in the organizational culture
 3. Exclusion in the process
 4. Failure to integrate planning with the operations of the organization
 5. Poor execution
 6. Incorrect or poor metrics and goals
 7. Too much formality and structure in the planning process
- (157, 158)

Development of new plans should logically build on past success and these relationships should be explicitly drawn so all members of the organization can see progress unfold. 158

Leaders within the organization need to ensure that all levels and areas of the organization are able to be part of the process and that their input is demonstrably taken into consideration. 159

Additionally, creating the plan is often so labor intensive and protracted that the plan is already out of date before most of the initiatives have even started. 162

Since then, various approaches to implementing agile methods have evolved but they are all based on the original “Manifesto for Agile Software Development” (2001), which articulates four core principles:

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan 163

POSE Purpose, objectives strategy, execution Yamawaki 105

Purpose is mission

Why is vision and values

7

Strategy for What Purpose?

Vijay Sathe

The profit motive and its offspring, maximization of profits, are just as irrelevant to the function of a business, the purpose of a business and the job of managing a business. In fact, the concept is worse than irrelevant. It does harm. It is a major cause for the misunderstanding of the nature of profit in our society and for the deep-seated hostility to profit which are among the most dangerous diseases of an industrial society.

—Peter F. Drucker,

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[291527&site=eds-live](http://search.ebscohost.com.ezproxy.lib.usf.edu/login.aspx?direct=true&db=nlebk&AN=291527&site=eds-live)

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:

JWU Library Mission Statement:

Essential Players:

Goals:

Timeline of Implementation:

Steps:

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: JWU 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, JWU Deans & Administration, JWU Campus Communications



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