Writing a Strategic Plan and Strategizing Generally: Tips for all Library Types and Roles

MARIE O’ NEILL
HEAD LIBRARIAN,
DUBLIN BUSINESS SCHOOL
"Success is 20% skills and 80% strategy. You might know how to read, but more importantly, what’s your plan to read?"

- Jim Rohn
“Academic libraries are facing additional pressures, including changes in technology and user expectations, as well as changes in areas such as scholarly communication, data management, and higher education pedagogy. It would be impossible for any library to engage with all of these trends. As they evaluate trends and prioritize their resources, it is important for academic libraries to illustrate the relevance of their programs and services by aligning those activities with the mission, goals, and values of their parent institution. By couching their goals within the priorities of the larger institution, and then assessing progress toward those goals, libraries can offer evidence of their contributions to their campus community.” (Saunders, 2016)
Benefits of Writing a Strategic Plan

- Road map for future developments
- Provides opportunity for alignment with the wider institutional goals. Reduction of academic silos.
- Effective prioritisation and allocation of resources: financial, information and staff. Can also be leveraged for additional resources.
- Team building (your team buy into the vision, mission and goals as outlined in the strategy etc.). All ‘singing from the same hymn sheet.’
- Can be leveraged for quality assurance exercises with accreditation and validation agencies. Reassuring to stakeholders. Demonstrates a planned trajectory.
- Demonstrates library value
- PR and marketing value
- A strong strategic plan essentially advocates for the Library Service
Key Components of a Strategic Plan

- Identification of current and future trends in the wider sector, economy, political environment
- Needs analysis of internal/external stakeholders (parent institution, library users, accreditation agencies, validation bodies, etc.).
- Clearly articulated, title, vision, mission and goals which are aligned to institutional goals.
- Evidenced based
- Delineated time frame. Strategic plans can range from 10 to twenty years. More recently there is a trend towards shorter strategic plans (typically three to five years) due to the pace of change in the library sector.
- Scope for assessment of the plan’s impact in relation to attainment of goals
- A well written strategic plan must be both pragmatic (realistic, achievable, credible) and aspirational (it should contain risk, innovation, originality and have transformative impact).
- A well written strategic plan should have gravitas, flair and eloquence. A strategic plan charts a library’s future and articulates a library’s values. In time it also becomes part of a library’s legacy. It’s a record and ultimately an artefact pertaining to a library service’s evolution historically.
Institutional accreditation is another potential area of strategic alignment. Accreditation organizations set the standards against which colleges and universities are assessed.” (Saunders, 2016, p.5)

“Institutional accreditation is “a lacking element in mission and planning documents” (p.8)

“Overall then, the accreditation review can help the library with the clarification of its mission, its prominence and role on campus” (CannCasciato, 2011, p. 7)
The paper finds that libraries that engage in strategic planning can incrementally improve their chances of success during the execution of that plan if they make an effort to include the marketing process throughout the development and execution of such plans. Additionally, library strategic planning that incorporates traditional marketing elements and tactics like environmental scans, customer value creation and promotion of unique benefits will provide the best foundation for competitive library strategic plans.” (Germano and Stretch-Stephenson, 2011, p.71)
“With the above in mind, it is our assertion that a value driven strategic planning process is an ongoing cycle that includes the following steps: (1) Environmental scan (internal and external assessment of strengths, weaknesses, opportunities, threats and political, economic, societal, technological factors; customer research and market research gathering). (2) Leadership established vision (premised upon unique value to patrons). (3) Define mission (that demonstrates commitment to patron value required to realize the strategic vision). (4) Determine organizational values and cultural shifts needed. (5) Establish tactics and milestones (goals) with timelines. (6) Execute (measure and adapt as needed)."

(Germano and Stretch-Stephenson, 201, p.77)
The User at the Core of Strategic Library Planning

Over the next five years we will work to several overarching strategies. Recognising that we are in a revolutionary and disruptive time of transformational shifts in higher education, in research, teaching and learning, and in information, our approach will be from the perspective of user and audience. The library will operate in several dimensions, virtual and physical, inter- and multi-disciplinary and multi-disciplinary, national and international. The library will be integrated and lateral. It will build on historic strengths and create new areas of expertise. It will operate from a user-based perspective.

In the library, the gateway and the entry route for many people into the University. The creation and online use of the Library is changing, expanding and becoming blended, more complex and diverse. The number of public visitors is growing, and the potential for the Library to demonstrate the opening of the University to the city and beyond.

The library starting point will be from the perspective of users and audiences. The library will be the user, understand our users’ changing expectations and changing behaviours, as the library evolves, as technology evolves, as teaching, learning and research change, and as employers’ and employment expectations change, as study methods change.

To understand better internal Library users over the next three years, the Library will develop:

- Longitudinal study of user behaviour of virtual and physical interactions with the Library
- Anthropological and ethnographic approaches to usage
- Heat mapping the use of the collections, real-time heat map of people using the collections
- "Tell Us" tool and further feedback mechanisms on the website, joining up and integrating our approach to the collections and content, thinking across the collections and content, integrating the collections and content
- Identification of specific users’ needs (eg of international students, online students, to inform planning)

To better understand external audiences, over the next three years, the Library will:

- Explore how the Library impacts and contributes to rating the University’s reputation, performance and ranking
- Undertake data analysis on the Library’s impact (economic and non-economic) on Trinity, on Dublin, on Ireland
- Undertake research on the external perception of the Library to inform funding strategy
Resilient Strategic Plans

“aim for the development of a resilient strategy that can deal with wide variations in business conditions. This is the most demanding approach as it requires careful evaluation of the different elements of the strategy against differing assumptions about the future.”

https://www.sconul.ac.uk/page/libraries-of-the-future-developing-new-strategies
Dillon (2008, p.54) suggests that the future success of academic libraries will “be determined by the extent to which they amplify the mission of their host universities and, ultimately, the mission of the university system”

Libraries should amplify the operations of the parent institution that they work in and more.

Not only should academic libraries amplify institutional goals but I would contest that libraries should be equal partners and influencers in the formulation of institutional goals. A good strategic library plan can help to sell the library in this respect.
Useful Tools for Writing a Strategic Plan

- Work backwards. Construct the vision, mission and goals after the following exercises have been undertaken.
- Needs analysis with stakeholders (quantitative, qualitative, ethnographic)
- Public consultations (Public library sector recently completed this to inform their new strategic plan which will be launched imminently)
- Swot analysis
- Benchmarking/Case studies/Identify your library’s unique selling point
- Literature review (including grey literature, peer review publications, professional literature. Professional body standards. Important: Key publications by stakeholders.
- Review of institutional strategy
- Library service audit/Gap analysis/Staff interests and strengths
- Brain storming, blue sky thinking
Promotion/A Strategic Plan is a Form of Outreach

- Front and Centre on library website
- Institutional repositories
- Senior Management
- Teaching and Learning Committee
- IT Department
- News Media
- Social Media
- Can be leveraged during accreditation and validation visits
- Induction tool for new staff
Strategic Planning: A Political Activity

http://www.ala.org/acrl/publications/booksanddigitalresources/booksmonographs/pil/pil49/birdsall
“For many academic libraries, strategic planning is initiated by senior administrators who require all campus units to submit plans for the overall purpose of developing institution wide planning cycles. The library director who understands that this system of planning is linked to the strategic allocation of resources is more likely to ensure that the library’s mission and goals are closely aligned with those of the university. Such understanding is an acknowledgment that the rational activity of planning coexists with the politics of academe.

Although librarians have become adept at strategic planning methodologies, and may become campus leaders in designing and implementing this process, libraries are typically given scant mention in the strategic plan of the institution. Given the political environment of the university, how can academic libraries best conduct strategic planning? There are three main political strategies for maximizing planning outcomes. These are to build upon the diversity of stakeholder interests, to form alliances and coalitions for the advancement of the library’s own interests, and to market a persuasive planning document. (ACRL)
Components of the Strategic Plan of HSE Library

Our Strategy
Our five year plan
The HSE is developing a five year strategy for the National Health Library and Knowledge Service which will:

- Support the changing needs of health and care in Ireland.
- be user centred and build upon the needs, values and preferences of users.
- Maximise the use of the professional expertise of library staff and professional librarians.
- Be informed by the latest evidence and research.
- It will fully support the Healthy Ireland and Evidence Informed Healthcare agenda in Irish healthcare; and align with existing plans including:
  - Healthy Ireland
  - HSE Corporate Plan
  - Health Services People Strategy 2016-2018
  - HSE Framework for improving Quality in our Health Services 2015
- Provides a strategic direction and vision for the future of health libraries and librarians.

The Process
Strategy Process is available here to download in PDF

http://hselibrary.ie/strategy/
Background Research/Consultation re HSE Library’s Strategic Plan

National Health Library and Knowledge Services Strategy: Development Process and Timeline

October-November 2017
- Evidence review – Developments in health librarian role; knowledge mobilisation
- Senior Stakeholder Interviews
- Expert Panel – Insights and Case Studies of Innovation
- Library site visits: interviews with librarians and library users.

November – December 2017
- Advisory Group meeting to review:
  - Emerging themes summarised as consultation document.
  - Draft questionnaire for online consultation
- Online survey
- 2 consultation workshops: Jan 23rd 2018 in Dublin, 24th January in Galway.

January – February 2018
- Produce draft strategy and implementation plan
- Expert Panel Review
- Review by Advisory Group

Examples: Public Library Strategy: Opportunities for All

Department of the Environment, Community and Local Government, 2013

Strong title: unequivocally articulates the value of public libraries to society. Powerful words: opportunities for all, catalyst etc.
Opportunities for All: SWOT Analysis

Evidence base

Department of the Environment, Community and Local Government, 2013, p.75

APPENDIX 3: WHERE LIBRARIES ARE TODAY: A SWOT ANALYSIS

Strengths
1. The public library service is perceived as a valuable and of very positive community benefit. Visit statistics for the last ten years highlight the growing popularity of the service. Indeed, research shows that library use increases during a recession.\(^2\) Satisfaction levels from earlier Public Library User Survey surveys also illustrate the value of public libraries throughout the country.\(^3\)
2. Public libraries are positioned as a key service within local communities while operating within a country-wide network. There are currently 336 community-based libraries and 315 mobile libraries delivering information, learning opportunities and community activities.
3. Libraries create opportunities for the individual to engage with civic life and enhance their overall well-being through access to a wide range of stock and participation in lifelong learning activities.
4. Libraries create opportunities for the family to socialise together in a safe environment where trained staff help to nurture a love of reading and learning. Libraries are identified as important for children’s development and formal education, particularly in the areas of literacy, inquiry-based learning and play. Partnerships with education providers offer further opportunities, for example Early Childhood Care and Education (ECCE) and Delivering Equality of Opportunity in Schools (DEIS) in the support of literacy development.

5. Library membership in Ireland decreased by 2% between 2001 and 2008 (prosperous years), however, that increased by 17% from 2003 to 2011 (recession years). Public Library Authority Statistics.

6. 95% of respondents to the overall library service as "very good" or "good". 89% of respondents rated the knowledge and expertise of library staff as "very good" or "good". http://www.bookwave.ie/de/154/assets/american-chamberlineaire/assets/libraries/policies-publications/public-library-user-survey.pdf
Weaknesses

1. There is national inconsistency in the levels of library service provision across and within local authorities. Such inconsistency could undermine the potential to make the most of the public library infrastructure, staff skills and services. In some instances, variations in services are relevant and appropriate, but not if other communities are losing out where need is greater than the level of service provided.

2. There is no clear message about libraries’ role, either across the library service or promoted to the public. This leads to low awareness of many services and resources.

3. The promotion of library services both locally and nationally is currently low-key, thereby further leading to low awareness of services.

4. There is poor market research available from the public library service to inform change. Research evidence of outcomes and the impact of library use is particularly limited.

5. The stereotypical image of the library as, solely, a service which lends books remains in the popular mindset with low awareness of many library services beyond. This dated image is supported where there is lack of promotion, dated stock and library buildings in poor condition. While 95 library buildings have been replaced or refurbished during the Branching Out strategies, the remaining 75% of libraries have not benefited from the national capital investment programme.

6. Modernisation of library buildings and services is often a slow process. Many development projects are process-driven with a focus mainly on inputs.
A PESTLE+E analysis is useful in identifying the key relevant circumstantial factors to the context for the strategy.

**The PESTLE+E**

**P. Political priorities**

1. Economic recovery and the well-being of the Irish people through stability, growth and jobs. A key priority is to create employment for people and in doing so rebuild industry and productivity.

2. Ireland will play an active role in supporting the European agenda, benefitting from cooperation with European partners.

3. Reform of the public sector and of local government are two key elements of the national Programme for Government strategy, seeking the dual effects of increased efficiency and impact - more with less.

4. The population of the 65 and over age group recorded in Census 2011 showed an increase of 14.4% from 2006. This adds to increased expectations of health services and healthcare from a shrinking tax base.

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38 Delivering a Connected Society: A National Broadband Plan for Ireland
http://www.dcom.gov.ie/EN/UploadedFiles/EB/18/7.74H.48M.8DE.5D60.0058CD1/0/NIP.pdf


3. Denmark: The Public Libraries in the Knowledge Society

Denmark is typical of the Scandinavian countries with their own significant tradition of public library provision; all different but with a drive to be modern, attractive and central to national agendas. Strategic direction and planning is set out in The Public Libraries in the Knowledge Society.

The Committee on Public Libraries in the Knowledge Society was established by the Minister for Culture after a period of local government reform which saw library closures. The report is published by the Danish Agency for Libraries and Media.

Library usage is high while borrowing of physical materials has fallen:

But the way we use the library is undergoing a change

This refers to the increased use of electronic services - downloads of books and music for borrowing. However, consistent high level of visits reflect the relatively high level of book borrowing that continues (85% of adult visitors still borrow books) combined with the library as a place to visit for the large number of events, many targeted at non-users.

The committee has chosen to address both the general societal requirements concerning the library and the users' more concrete needs by setting out a number of recommendations for future library developments. Key elements include:

- Open Libraries - alternatives to the traditional library space, such as libraries that are integrated with other types of institutions, as well as new flexible library services.
- Inspiration and Learning - further developing and strengthening the library's learning and inspiration offers based on the users' needs.
- The Danish Digital Library - establishment of the Danish Digital Library (DDL) - means that apart from physical materials the library will be able to offer digital media such as films, games, music and literature - access to new experiences, a digitised cultural heritage and networking with other users via social media. DDL will be a common access to the libraries on the internet.
- Partnerships - the library works systematically on establishing binding partnerships in order to create a multitude of offers across the public sector, business life and civic society.
- Professional Development - a stronger focus on competence and organisation development - a more strategic and systematic preparation of the library's offers based on the user's needs.
Literature = Free Market Research. Example: Higher Education.

https://www.teachingandlearning.ie/national-forum-publications/
National Strategy for Higher Education to 2030


WHITE PAPER

Procedures and Criteria Relating to Delegation of Authority

FOR CONSULTATION

Draft procedures and criteria for the determination of a request for delegated authority to make an award in respect of a programme or class of programmes

Draft procedures for the review of each programme or class of programme of education and training of a provider to which authority to make an award has been delegated

This document does not include procedures for monitoring the operation of the authority delegated, see section 3.12.

QQI is seeking feedback from stakeholders on the proposed procedures and criteria contained in this White Paper.
During the consultation process QQI would be happy to organise briefing sessions or workshops for stakeholders to facilitate discussion of the draft procedures and criteria in the white paper.

Literature Review Continued

https://www.nmc.org/publications/
Literature Continued

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    > Artificial Intelligence
    > Natural User Interfaces

http://cdn.nmc.org/media/2017-nmc-horizon-report-he-EN.pdf
New ACRL Report Highlights Library Contributions to Student Learning and Success

Through a new report issued by ACRL, “Academic Library Impact on Student Learning and Success: Findings from Assessment in Action Team Projects,” the higher education community now has compelling assessment findings that tell a strong story about the multiple ways that academic libraries are contributing to student learning and success. The report focuses on projects completed during the third and final year as part of the program Assessment in Action: Academic Libraries and Student Success (AiA) from April 2015 to June 2016. Teams from more than 50 campuses completed assessment projects and reported on them individually (fully searchable online), and this synthesis builds on past findings.
Strategic planning is worthless - unless there is first a strategic vision.

(John Naisbitt)
Difference Between Vision and Mission

**Vision**  A picture of the “preferred future”; a statement that describes how the future will look if the organization fulfils its mission.

**Mission**  A statement of the overall purpose of an organization which describes what you do, for whom you do it and the benefit.

/httmanagementhelp.org/blogs/strategic-planning/2013/01/30/theres-a-difference-mission-v-vision
ps://
Examples of Vision Statements

- “Ireland’s public libraries promote community cohesion and well-being, economic growth, and cultural identity. They will enhance self-worth and confidence. Ireland’s public libraries will enable learning, deliver information and skills and animate culture, both in the community and online, with a skilled workforce working with citizens and partners, locally and nationally.” (Department of the Environment, Community and Local Government, 2013, p.6)

- “The overall vision is for the Library to be truly at the core of the Trinity College Dublin community, providing increasingly diverse services, facilities and partnerships to ever-widening, inter-disciplinary academic fields; building on historic strengths and increasingly developing new areas; balancing Trinity College Dublin’s international profile and its national responsibilities. “Trinity College Dublin, 2015, p. 5)

- The vision is for the Library to be the physical and virtual “go-to” place to learn, to research, to search for and use information resources, to study unique and distinct collections and to showcase the impact of Trinity’s research to the world. (Trinity College Dublin, p.6)
Desmidt and Prinzie, (2008) describe the mission statement as an articulation of the special value the organization alone can deliver to its customers.
Mission: Therese Brady Library and Information Service (LIS) supports and enhances the Irish Hospice Foundation’s (IHF) vision that no one should face death or bereavement without appropriate care and support by providing access to high quality information and resources on death, dying and bereavement and by delivering an up to date, accurate and user focused service.
Strategic Plan: HSE Library

Why do we need to change?

There is a critical imperative to find, create and apply knowledge, to deliver new models of care that meet changing health needs across Ireland. Health services, and the knowledge service that supports them, need to transform to respond to growing pressures: the ageing population; more people with multiple chronic conditions and complex needs; pervasive lifestyle changes; and the widening health gap between rich and poor.

Mission

By 2023 we will be a fully integrated and quality assured National service, recognised by healthcare professionals for adding value by using knowledge to deliver safe, effective person centred healthcare, accessible to all on an equitable basis offering standardised service provision nationally.

This strategy and implementation plan will play a vital role in delivering priority outcomes for health and care in Ireland:

- Safer, better health and care, centred on the needs of patients and service users, and delivered by staff empowered to make knowledge-based decisions in frontline practice.
- Accelerated transformation of health services through widespread adoption and spread of knowledge.
- A culture in which knowledge is valued as an asset and using knowledge is integral to delivery of health and care at all levels and across all settings – primary, secondary, community and social care.
- Research and learning activity based on creation, sharing and use of knowledge, and focused on bridging the gap between research and practice.

Vision

Everyone working in Ireland's health service will have access to knowledge, and will apply it wherever and whenever they need it, to deliver the best possible health and care.

(National Health Library and Knowledge Service, 2018, p.1)
Maynooth University Library
Ollscoil Mhá Nuad
An Leabharlann

Strategic Plan
Plean Straitéiseach

2016-2018

<table>
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<th>Library Strategic Goal 2015 – 2018</th>
<th>Aligned with University Goals 2012 - 2017</th>
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<td>Goal 1: To further develop the Library’s role in teaching and learning, which prepares students for work, life and citizenship</td>
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<td>2</td>
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<td>Goal 3: To develop, curate and open access to collections that meet and anticipate the needs of the academy</td>
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<tr>
<td>Goal 5: To be an excellent place to work, known for a collegial ethos which empowers all staff to contribute fully to the development of the Library and the University</td>
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LIS strategy in the context of Irish Hospice Foundation strategy
The guiding principles and strategic objectives of LIS are informed by and aligned to the strategic objectives of the Irish Hospice Foundation as outlined in the Strategic Objectives 2012-2015. An innovative and responsive LIS aims to strengthen and support the range of strategic objectives of the IHF. While LIS activities aim to support all strategic objectives of IHF they are directly informed by strategic objective 4 "Communicating, educating and empowering".

IHF Strategic objective 4
To inform, educate and empower about key issues at end of life

LIS strategic objectives
1. Position Irish Hospice Foundation LIS as a leader in the provision of access to information on death, dying and bereavement in Ireland
2. To preserve, promote and facilitate access to the knowledge base and literature of the Irish Hospice Foundation in print and electronically
3. To act as a learning, discovery and information skills development resource
4. To respond to user needs and changes in the information service environment in an efficient and cost effective manner

Table 1: IHF strategic objective 4 and LIS strategic objectives
A vision and strategy aren't enough. The long-term key to success is execution. Each day. Every day.

— Richard M. Kovacevich —
### Years 3-5: Implementation and Operationalisation

1. **Launch of the new service** with a targeted, on-going communication campaign.

2. A responsive national knowledge search and summary service for all stakeholders, including managers, support staff and frontline practitioners delivering day to day care.

3. A programme of learning opportunities for researchers, managers and practitioners, in finding, capturing, evaluating, sharing and applying knowledge. This will include a focus on staff skills in enabling health literacy among service users and carers.

4. A portfolio of knowledge broker projects supporting prioritised national and local transformation programmes. As illustrated in the scenario in page 7 (How will we know we are making a difference), these projects will embed expert librarian support across the full knowledge cycle, from defining the problem to identifying evidence-based interventions, facilitating implementation of that knowledge in practice, and capturing knowledge to evaluate impact.

5. A suite of evidence-based knowledge implementation tools and methods to support translation of knowledge into delivery of health services and to facilitate spread of successful innovations.
   - **Decision support tools** for decision-making at all levels - from frontline care and service user empowerment to whole system-level transformation. This will include, for example, mobile apps, prompts and reminders in care systems, visualisation and infographics tools.
   - **Linkage and exchange methods** - such as audit and feedback, stakeholder participation, interactive and small group learning, educational outreach.
   - **Person to person communication and dissemination of knowledge**, including communities of practice, social media and open access publishing.
   - **Service user - direct interventions**, actively engaging citizens in enhancing their knowledge and health literacy to improve their use and experience of services, health behaviours and health outcomes - for example, through education in self-management, use of self-monitoring devices and other forms of telehealthcare, decision aids, question prompts and self-help groups.

6. **National digital knowledge gateway** providing:
   - Integrated access to all knowledge resources and services available to the health service in Ireland.
   - Point of care knowledge tools, embedded in e-health systems.
   - An enhanced, stronger role for the LENCUS platform as a national open access repository for research, evaluation and improvement.
   - Enrichment of www.hselibrary.ie as a national electronic library for health.
However beautiful the strategy, you should occasionally look at the results.

Winston Churchill
www.quote-coyote.com
“By contrast, evaluation and assessment receive considerably less attention in the strategic plans, which seems surprising considering the emphasis on accountability by stakeholders. At first glance, assessment seems to be a strong priority, being included in nearly three-quarters of plans. Upon closer inspection, however, it is clear that the level of emphasis on assessment varies widely. As noted above, only 27% of plans integrated explicit performance metrics into their plans.”
(Saunders, 2016, p.6)
Evaluation: HSE Library Strategy

(National Health Library and Knowledge Service, 2018, p.9)
National Library ‘on our way back up’, says director

Five-year plan involves revamping building and connecting with a global audience

Thu, Sep 8, 2016, 01:00

The National Library of Ireland will today launch its new five-year strategy at its imposing premises next door to Leinster House on Kildare Street.

The launch comes at a pivotal moment in the library’s 140-year existence. After seven years of cuts, during which its annual budgets fell from a high of almost €12 million in 2008 to a low of under €7 million, and the loss of a quarter of its staff, the NLI is now embarking on a process of renewal, according to its director Sandra Collins. “We’re on our way back up.”

Ten new posts have been advertised this year, most of which are now filled, and a badly-needed €10 million renovation is due to get under way in 2017. Underpinning all this is the new strategy, which builds on the library’s
1. **Irish Hospice Foundation Library and Information Services; strategic plan 2012-2015**


   Subjects: STRATEGIC PLAN; LIBRARY AND INFORMATION CENTRE

   View record from BASE    Export to Zotero
The Library Manifesto

Moral  - We have a moral responsibility to the future generations of Ireland to develop students' full potential and advance research that benefits Ireland and the world.

Intellectual - We have an intellectual responsibility to create the current and future library in this revolutionary and disruptive time of educational, technological and information change.

Cultural - We have a cultural responsibility to steward world-heritage items entrusted to our care.

Social - We have a social responsibility to make the library spaces welcoming, safe, individual and community places that reflect different and changing styles of learning, teaching and research.

Statutory - We have a statutory responsibility for legal deposit on behalf of Ireland.

Financial - We have a financial responsibility to contribute to the knowledge economy, nationally and globally.

Professional - We have a professional responsibility to develop our own skills and talents to be able to achieve the above.
Failure of Strategic Plans

Surveys of managers regarding strategic planning effectiveness normally indicate a wide gulf between expectations in terms of plan benefits and actual produced benefits. A global study by the HR Institute and the American Management Association in 2006 (American Marketing Association, 2007) uncovered the primary drivers or specific failure modes that undermine execution of strategic plans. They are:

- poor employee engagement;
- poor communication;
- lack of clarity in terms of goals and expected outcomes;
- inadequate leadership development within organizations;
- speed and adaptability when refinements are required;
- slow decision-making;
- resource inadequacy;
- little attention to customer needs; and
- non-alignment across functional areas.

(Germano and Stretch-Stephenson, 2011, p.74)
‘Library services for a New Generation’

Strategic Plan of the Library, Dublin Business School, 2008-2013

Enhancing the Intellectual Footprint of Dublin Business School

DBS Library’s Strategic Plan 2013-2018

Marie O’Neill
Head of Library Services
Strategizing in Your Role

> **Skill Mapping:** How can you contribute to both the library and institutional strategies of your institution within the context of your role and beyond? Map your skill set to the Library’s vision, mission and objectives as articulated in the strategic plan. Carry out CPD to enhance this mapping exercise.

> **Innovate:** Identify service gaps and innovations within the library in which you work to inform the next strategic plan. Look to international developments.

> **Do a SWOT re your career development:** Strengths, opportunities, weaknesses and threats.
Strategizing in Your Role

- **Acquire and Develop a Professional USP/Upskill:** Which informs and is locked into the next strategic plan (e.g. open access library publishing, research data management, learning analytics). Can aid promotion. Promote this USP to your line manager and team.

- **Develop an Evidence Base:** Read the literature/Contribute to the literature to help secure your role in the strategic development of the Library.

- **Interview preparation:** Map your skillset to the strategic plan of the interviewing organisation. Let them know that you can help them deliver their strategic objectives.
Strategic Highlights: MSc in Information and Library Management

Developing the professionals of the future
Views from experts in ‘library schools’

Information roles, including publishing, web content management, research and consultancy.

Further information on City courses can be found at:
http://www.city.ac.uk/department-library-information-science#unit=library-school

Dublin Business School

How does your library school engage with the active profession?

Academic staff on the MSc in Information and Library Management at Dublin Business School (DBS) are active practitioners as well as experienced lecturers. Programme faculty members include well-known industry experts such as Dr Christoph Schmidt-Sapffort, Dr Clare Thomley, Dr Marta Budilo, Mark Farrell and Caitriona Shahey. This infuses the teaching and learning experience on the programme with real-world industry insights and knowledge. Guest speakers from the library and information sector are also an integral element of the programme. The incorporation of a three-week work placement further strengthens ties with personnel working in the sector. Placements have been secured in the libraries of Dublin City University, Maynooth University, Dublin Institute of Technology and many others. Students are also taken on site visits.

In the academic year 2015-16, students visited the National Archive, the National Library of Ireland and the Digital Resources and Imaging Services Department of the Library of Trinity College Dublin (TCD).

DBS Library runs an annual library seminar, which is described in more detail in the article by Marie O’Neill in this issue. The MSc in Information and Library Management is accredited by the Library Association of Ireland (LAI). Library Association of Ireland personnel come in to talk to students from the outset of the programme about the benefits of membership.

What challenges have you seen in the past ten years and how have you met them? What future changes do you predict will be needed?

The IT environment is much more complex. Users are more demanding. The pressure on staff to support this complex environment has increased, and more resources are needed to cope with this.
Annual Library Seminar
DBS Wins at the Irish Education Awards 2017

DBS took home two awards at the 2017 Irish Education Awards for Best Student Experience and Best Library Team. The Education Awards, which took place in the Ballsbridge Hotel in Dublin, recognise excellence amongst Third Level Institutions across Ireland making this a great achievement for the college and the winning teams.

DBS would like to congratulate the Student Experience Team and the Library Team for all of their hard work. We strive to continue this success to ensure the best experience for
Strategic Highlights: Library Publishing (DBS Library is now a member of the Library Publishing Coalition)
Journal Launches
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HECA Library Group

NATIONAL PROFESSIONAL DEVELOPMENT FRAMEWORK FOR ALL STAFF WHO TEACH IN HIGHER EDUCATION
Developing the Next Strategic Plan
This Summer

Watch this space....
Finally: Adopt the Habits of a Strategic Thinker/Use Strategic Planning Tools/Think Big

https://www.inc.com/paul-schoemaker/6-habits-of-strategic-thinkers.html

Don’t forget to be disruptive. Strategy should shake things up for the better/transform.
References


References


