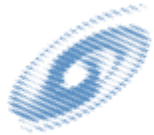


Unless otherwise noted, the content of this course material is licensed under a Creative Commons BY-NC-SA 3.0 License.
<http://creativecommons.org/licenses/by-nc-sa/3.0/>

Copyright © 2009, Tiffany Veinot.

You assume all responsibility for use and potential liability associated with any use of the material. Material contains copyrighted content, used in accordance with U.S. law. Copyright holders of content included in this material should contact open.michigan@umich.edu with any questions, corrections, or clarifications regarding the use of content. The Regents of the University of Michigan do not license the use of third party content posted to this site unless such a license is specifically granted in connection with particular content. Users of content are responsible for their compliance with applicable law. Mention of specific products in this material solely represents the opinion of the speaker and does not represent an endorsement by the University of Michigan. For more information about how to cite these materials visit <http://michigan.educommons.net/about/terms-of-use>.

Any medical information in this material is intended to inform and educate and is not a tool for self-diagnosis or a replacement for medical evaluation, advice, diagnosis or treatment by a healthcare professional. You should speak to your physician or make an appointment to be seen if you have questions or concerns about this information or your medical condition. Viewer discretion is advised: Material may contain medical images that may be disturbing to some viewers.



SCHOOL OF INFORMATION
UNIVERSITY OF MICHIGAN

SI 626 – Management of Libraries and Information Services

Class Two: Planning and Strategy



Overview

- What is planning?
- Why do we plan?
- Types of planning
 - Strategic
 - Operational
- How do we plan?
- Conclusion



What is planning?

- *A future-oriented decision making process.*
 - “Preparing for the future by setting goals and determining how to go about achieving those goals.” (*Evans, Ward & Rugaas, 2000*)
 - “An effort to develop decisions and actions in order to guide what an organization does and why it does it.” (*Stueart & Moran, 2007*)



Why do we plan?

- Minute paper: Your reflections.
- Discussion (10 min).



Why do we plan?

- To clarify purpose.
 - In libraries and information services, this often involves alignment with the mission of a parent organization.
- To establish vision, direction and goals.
- To anticipate challenges and constraints to activity.



Why do we plan?

- To prioritize activities, thus aiding in resource allocation decisions.
- To coordinate activity across multiple work units.
- To obtain commitment and support from stakeholders.



Types of Planning

- Strategic (Long Term)
- Operational (Short- or Medium- Term)
- Project
 - Specific initiative with beginning, middle and end

Types of Planning

Strategic	Operational
Longer term	Shorter term
Conceptual	Concrete
Reflection/learning	Action/doing
Identification of key opportunities or issues	Resolution of existing problems
“Helicopter” view	“On the ground” view

(Hanford, 1996; Riggs, 2001)



Strategic Planning

- “A systematic method used by organizations to adapt to expected changes”. (*Stueart & Moran, 2007*)
- “A systematic process that leads to basic decisions, goals and actions to position an organization for future success”. (*Holland & Ritvo, 2008*)



Strategic Planning

- **Environmental analysis:** What seems to be happening here?

Society: demographics, migration, lifestyle changes, etc.

Economics: employment, globalization, etc.

Politics: public spending, taxation, etc.

Technology: web 2.0, ubicomp, etc.

Education: literacy levels, skills gaps, college enrolment, etc.



Strategic Planning

- **Environmental analysis:** What seems to be happening here?

Marketplace: number of clients/customers, competitors, potential partners, etc.

Business: information service models, etc.

Ethics: codes of professional conduct, statements of service values, etc.

Regulations: privacy and copyright legislation, licensing trends, etc.



Strategic Planning

- **Environmental analysis:** Sources of information
 - Census, Economic indicators
 - Social science research
 - Media
 - Benchmarking data
 - Networking
 - Professional literature
 - **User input**



Strategic Planning

- **Environmental analysis:** Results in planning assumptions or scenarios
 - ACRL’s “Top Ten Assumptions for the future of academic and research libraries” (2007):
 1. There will be an increased emphasis on digitizing collections, preserving digital archives, and improving methods of data storage and retrieval.
 2. The skill set for librarians will continue to evolve in response to the needs and expectations of the changing populations (student and faculty) that they serve.



Strategic Planning

- **Environmental analysis:** Results in planning assumptions or scenarios
 - Sample: “Library Reference Scenario”



Strategic Planning

- **Environmental analysis exercise**
- What environmental factors might affect the School of Information in the future?
- Develop examples of environmental trends using the SEPTEMBER model.



Strategic Planning

- **Identify opportunities and constraints:**
What possibilities are presented?

Strengths

Weaknesses

Opportunities

Threats



Strategic Planning

- **Identify opportunities and constraints:**
What possibilities are presented?

Strengths: The foundation for the future.

Weaknesses: Points of vulnerability.

Opportunities: Changes in environment that can help organization achieve its mission.

Threats: Issues in the environment that could undermine progress.

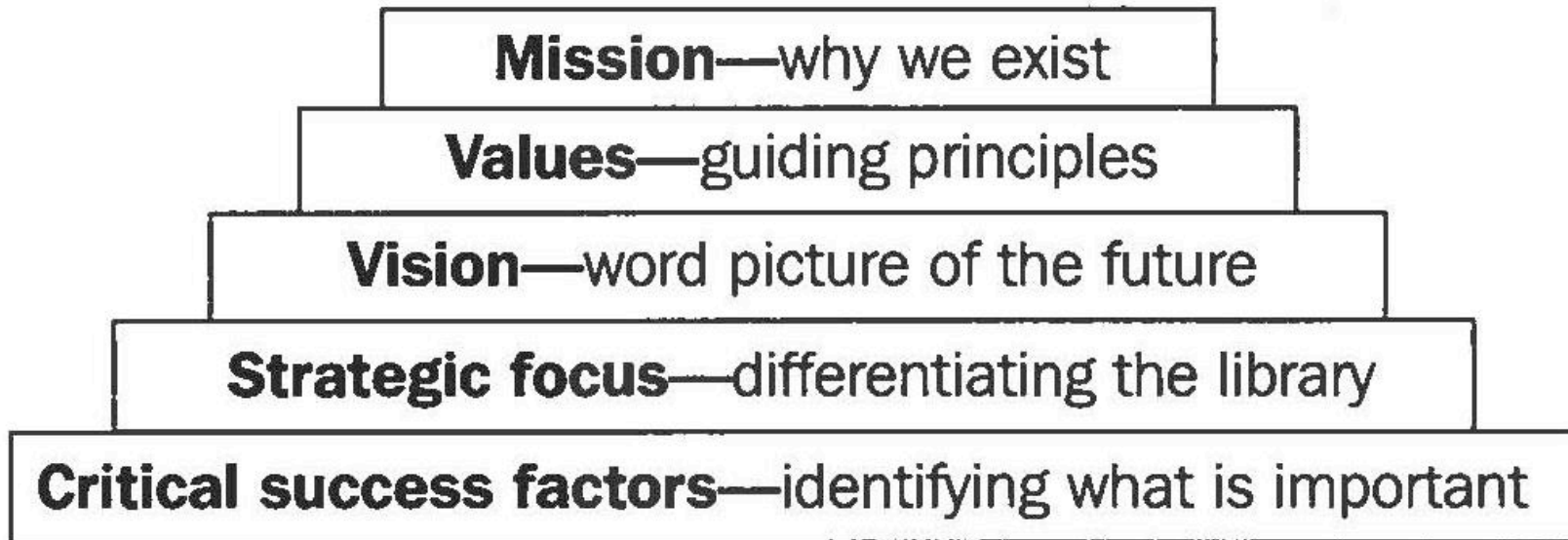


Strategic Planning

- **Identify opportunities and constraints:**
What possibilities are presented?
- Conduct a SWOT analysis for the School of Information.

(Adapted from Shachaf, 2007)

Strategic Plans



(Matthews, 2005)



Strategic Plans

- Mission Statements
 - Should answer these questions:
 - Whom do you serve?
 - What roles do you play in the lives of clients/ customers? How do they benefit from your services?
 - What are you trying to accomplish? What do you provide?

(Matthews, 2005)



Strategic Plans

- Mission Statements

Exercise: Does the SI mission statement answer these questions?



Strategic Plans

- Vision Statements
 - A clear and powerful statement of what an organization can or should be at a point in the future (e.g. 5 years).
 - It should: invigorate and challenge, act as a standard, help identify performance measures.
 - It can also positively affect behaviour of staff and help to align effort.



Strategic Plans

- Vision Statements
 - Exercise: Does the SI vision statement do these things?



Strategic Plans

- What is strategy?
 - “Significant patterns of actions that lead towards achievement of goals and objectives”.
(Corrall, 2000)
 - “Creation of a unique and valuable position”.
(Porter, 1996)



Strategic Planning

- Types of Strategies
 - Development
 - Increasing market share.
 - Introducing new or modified products and services.
 - E.g., chat reference services
 - Finding new patrons or customers.
 - E.g., health science library outreach activities for patients with cancer

(Corrall, 2000)



Strategic Planning

- Types of Strategies
 - Market segmentation
 - Dividing patrons/customers into groups and developing different offerings for them.
 - E.g., <http://www.livepositive.ca>
 - Niche strategies – concentrating on a narrow market segment and developing services to meet their needs.
 - E.g., College of Family Physicians information service: <http://www.cfpc.ca/English/cfpc/CLFM/main/default.asp?s=1>
 - Customization based on individual needs.

(Corrall, 2000)



Strategic Planning

- Types of Strategies
 - Differentiation
 - Cost/price leadership
 - e.g., a free service
 - Quality/design
 - Convenience
 - e.g., extended hours
 - Support
 - e.g., information literacy instruction or reference services
 - Image - branding

(Corrall, 2000)



Strategic Planning

- Types of Strategies
 - Operational excellence
 - Quality of services
 - Minimal inconvenience
 - E.g., Searching the Internet via Google
 - Speed of service
 - Efficiency
 - E.g., Cataloguing materials for the lowest cost and with the highest output possible

(Matthews, 2000)



Strategic Planning

- Goals
- Objectives
- *“To do xxxx by yyyy....”*
- SMART objectives: **Specific, Measurable, Attainable, within Resources and allotted Time**



Strategic Planning

- Exercise:
- Choose one strategic focus for SI, and then choose a goal that SI could implement to enact that strategy.
- Write a statement of how that goal helps to implement the strategy.

(Adapted from Shachaf, 2007)



Operational Planning

- **Implementation:** How the work will be done.
- Activities
- Deliverables
- Schedule
- Resources: People, Budget, Facilities, Technology
- Success Factors/Outcomes



Operational Planning

Program Activities	Program Deliverables	Planned
<p>4.2 LIBRARY - ONGOING MAINTENANCE & DEVELOPMENT</p> <p>Identify and acquire new library documents, materials and other information resources. Key activities</p> <ul style="list-style-type: none"> • Identify acquisition needs and priorities • Screen potential new items and place orders • Maintain journal subscriptions • Manage library acquisitions budget • Remove out-of-date materials 	<ul style="list-style-type: none"> • Estimated number of acquisitions • Current or planned subscriptions • Estimated number of items removed from collection 	<p>30-50 new items</p> <p>Approximately 60 subscriptions</p> <p>Approximately 20 items removed</p>



Operational Planning

- Exercise:
- Write a statement describing how your proposed goal will be implemented, including:
 - Objectives, Activities, Deliverables, Schedule, Resources

(Adapted from Shachaf, 2007)



How do we plan?

- Planning as a process: Who should participate?
 - Varies from organization to organization, but may include:
 - Governing board.
 - Staff: management, front-line staff.
 - Volunteers.
 - Stakeholders/users.
 - Representatives from parent organization or funders.
 - Other?



How do we plan?

- Planning as a process: What steps should be taken?
 - Environmental assessment.
 - Client/stakeholder input.
 - Develop Mission, Values and Vision Statements.
 - Identify opportunities and constraints.
 - Develop goals and objectives.
 - Operational planning.
 - Actual Implementation.
 - Evaluation.



Conclusion

- Planning is a necessity in today's environment, *"Those who fail to plan, plan to fail."*
- Strategic and operational planning are complementary, and both are needed.
- Planning is best implemented as a participatory process.
- The result of a planning process will never be the same for any two organizations.