

INTRODUCTION

In Spring 2021, J. Murrey Atkins Library was tasked to create a new 10-year strategic plan in alignment with the university's new plan. We wanted a plan that would actively guide our work and help us to advance our mission. To accomplish this work, we adapted an inclusive strategic planning model proposed by Amrollahi & Ghapnchi (2016) in order to engage stakeholders, increase the diversity of ideas and buy-in, decrease time, increase cost-effectiveness, and use best practices outlined in strategic planning research.

Amrollahi, A., & Ghapnchi, A. H. (2016). Open strategic planning in universities: A case study. 2016 49th Hawaii International Conference on System Sciences (HICSS), 386-395. <https://doi.org/10.1109/HICSS.2016.54>

INCLUSIVE STRATEGIC PLANNING, MANAGEMENT & ACCOUNTABILITY

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STAKEHOLDER ENGAGEMENT



- ▶ Include stakeholders in every step
- ▶ Facilitate multiple points of knowledge entry so everyone can contribute
- ▶ Educate participants about the process and terminology (e.g., operational vs. strategic)
- ▶ Provide methods and opportunities for every stakeholder to provide input and feedback (meetings, anonymous surveys, follow-up meetings/discussions for additional input and feedback)

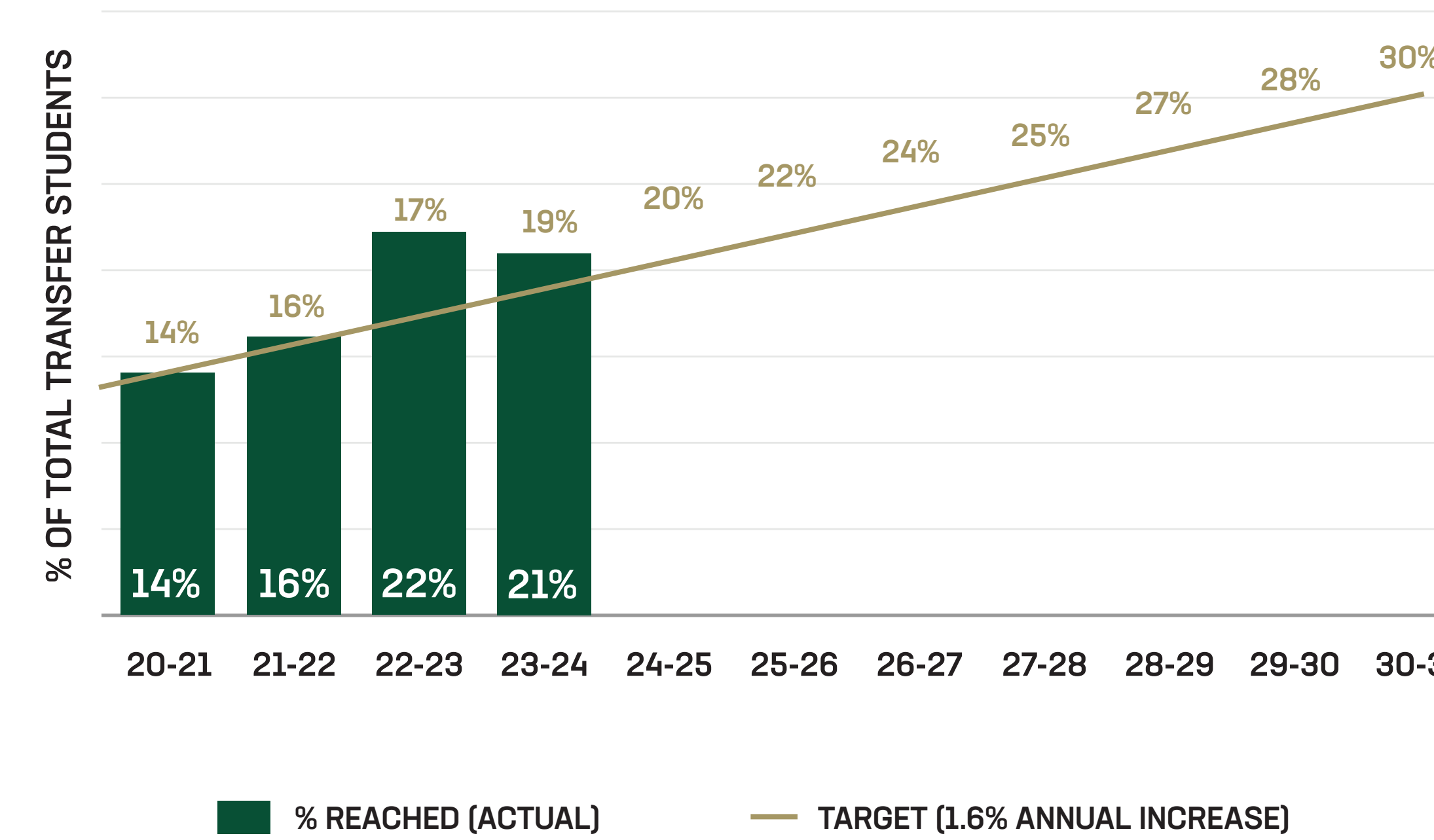
NEEDS

INTERESTS

EXPERIENCES

STRATEGIC MANAGEMENT & ACCOUNTABILITY

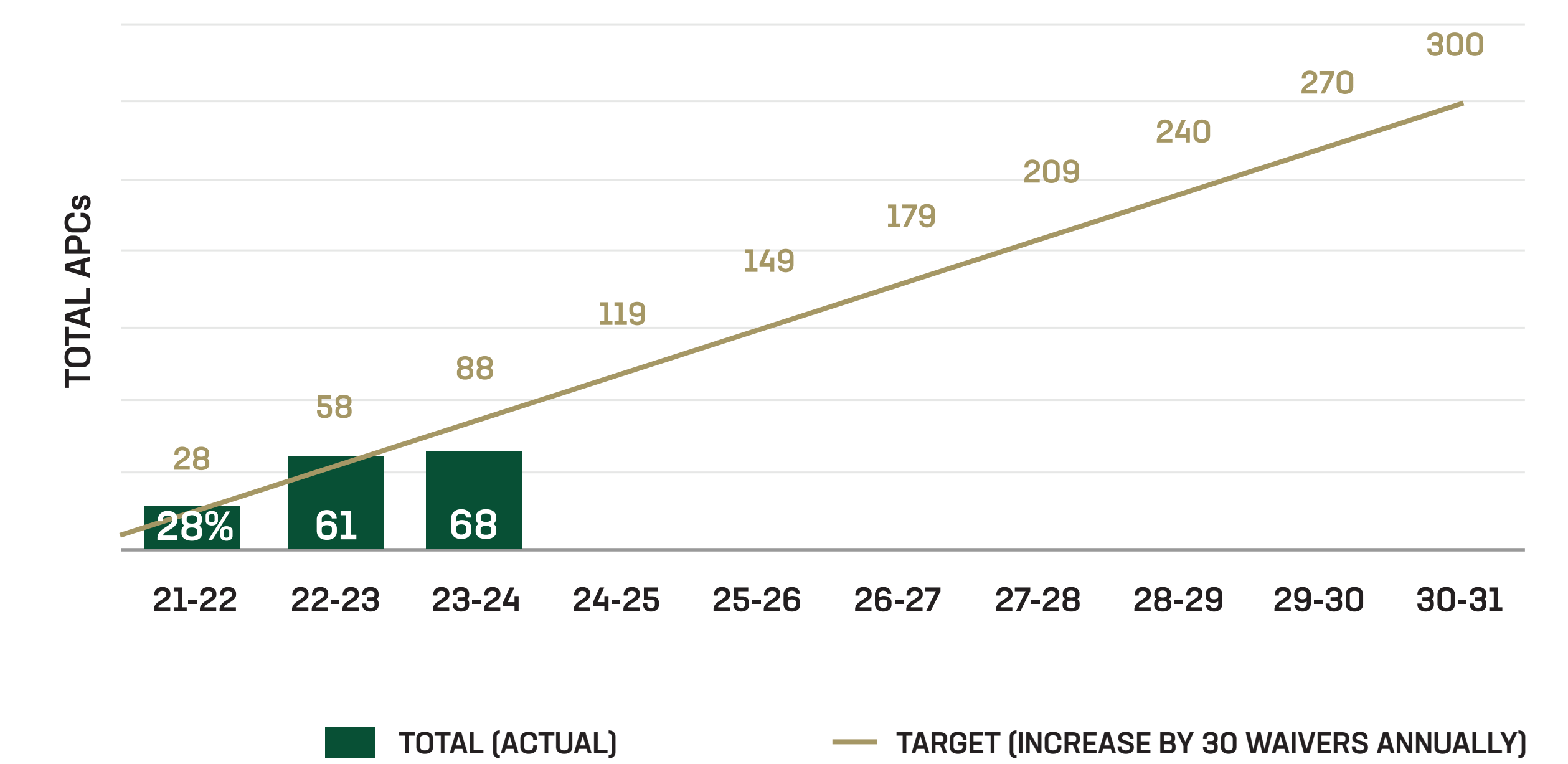
MEASURE: TRANSFER STUDENTS IN INSTRUCTION



MONITOR

REVIEW

MEASURE: NUMBER OF ARTICLE PROCESSING CHARGES FOR OPEN ACCESS PUBLISHING



DISCUSS

ADJUST

ENGAGE STAKEHOLDERS

DRIVE STRATEGIC THINKING

CREATE BUY-IN

ENSURE ACCOUNTABILITY

PHASE 1

GET READY

WHO:
Strategic plan (SP) leads

WHAT:
Pre-planning meetings with leadership team

Scan peer plans, qualitative analysis, create key themes to structure Phase 2 and Phase 3 input

PHASE 2

IDENTIFY WHAT WE ARE ALREADY DOING

WHO:
Library Employees

WHAT:
Brainstorm what library is already doing using key themes via discussion and anonymous surveys in unit meetings

Share brainstorm list with stakeholders & anonymous survey for further input

PHASE 3

BRAINSTORM STRATEGIC ACTIONS

WHO:
All Stakeholders

WHAT:
Discussion and anonymous surveys in meetings

Strategic vs operational introduction

Review what library is already doing (Phase 2)

Brainstorm strategic ideas
Re: key themes

Share Phase 3 list with stakeholders & anonymous survey for further input

PHASE 4

CREATE & ALIGN STRATEGIC ACTIONS

WHO:
Library Steering Committee, SP Leads, Library Employees

WHAT:
Identify strategic actions from Phase 3 list

Review and refine strategic actions

Consolidate actions; draft goals and objectives; align with campus plan

PHASE 5

VALIDATE AND PUBLISH

WHO:
SP Leads, Dean, Associate Deans

WHAT:
Final review/ revisions by library leadership

Establish performance metrics with baseline and 10-year targets

Approval by academic affairs, publish to website, share with stakeholders

PHASE 6

IMPLEMENT

WHO:
Associate Deans and all library employees

WHAT:
Create and implement yearly actions/tactics plan(s) to advance strategic plan

Associate Dean and unit employees create annual unit plans

Tactics become part of employee goals and work plans

PHASE 7

MONITOR, REPORT, REVIEW, ADJUST

WHO:
Strategic Plan Leads, Dean, Associate Deans

WHAT:
Compile & analyze metrics; collate unit actions/tactic progress

Gauge progress relative to target with mid- and end-of-year reporting

Make adjustments to advance goals & objectives