Strategic plans and long-range plans: is there a difference?

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Abstract

An analysis of both form and content differences between the plans named "strategic" and those named "long-range". Planning theory is checked against the planning reports available on the Web pages of 65 public and university libraries. The goal is to see whether the differences that some theorists observe between strategic and long-range planning actually exist on plans published with those names.

Introduction

With increasing frequency, libraries use their Web pages to show their designs for the future. They do this by means of plans, which they normally qualify as either "long-range" or "strategic". By reading these documents, one can find out some details about their planning process. Most plans reflect to a certain extent the planning process, and show the management know-how and professionalism of the persons responsible in the library. They also show these persons' zeal for preparing and making available to the users an attractive document that will make them excited about and identify with what the library does, what its aims are and how they can contribute to them. A library's image is thus projected on its plan. In this sense, there is no doubt that a plan is, in itself, an efficient marketing tool.

Objectives and methodology

This paper does not seek to explore the nature of planning, describe its philosophies, or deal with the many technical considerations that contribute to it. There are many reference sources for that, especially the works of Ackoff (1981), Ansoff (1979), Drucker (1974) and Steiner (1997). Rather, the objective is to see whether there are differences between the plans named "strategic" and those named "long-range", the two most frequently used expressions to refer to the plans that contemplate the future of libraries are the framework in which, or the "umbrella" under which, other plans are inserted. What planning theorists say is checked against what actually happens in practice and is shown on the plans or planning reports. For this purpose, a form and content analysis of the plans called both ways and available on the English-speaking (US, UK and Australia) public and university library Web pages has been carried out. The overall sample is 65 libraries: 34 public and 31 university. The plan search was carried out through Google, trying to get together a diverse, significant set with respect to their specificity, time scope, and implementation to date, although there are some exceptions. Some strategic plans that were presented as a balanced scorecard have been disregarded, because their form and content are specific to that management technique and require a different treatment.

The analysis of plan elements, carried out as a benchmarking exercise, can help managers to configure a model plan based on the best details or aspects of each one, and on the headings or paragraphs that are most frequent on the whole set[1].

Brief reference to planning literature

Planning is based on some hypotheses about the future, and seeks to invent the future that suits the organization (Muñoz Machado, 1999, p. 195). Thus, planning is designing the future, leaving a written record of such design to guide the behaviour of those who integrate the organization, so that the future does not develop arbitrarily but in the way it was planned; i.e. force the evolution of events so that what happens is what you want to happen (Rodrigo and Rufín, 1997, p. 231). Some call this concern about controlling the future of an organisation strategic planning; others call it long-range planning.

An extensive part of business management literature considers that planning thought has gone through three stages:
(1) long-range planning,
(2) strategic planning, and
(3) strategic management.

Long-range planning, and consequently the name "long-range plan", arose in the 1950s and 1960s, when the economic development in various countries gave rise to the first five- and four-year plans (Maqueda Lafuente, 1996, p. 11). This planning was considered an extension of the regular one-year financial planning, in the form of budgets and operating plans. It hardly took into consideration any social or political factors, and assumed a relative stability of the markets. Eventually, it was progressively streamlined, and aspects such as company growth, and new-product and market diversification, started to be considered (Pérez Gorostegui, 2001, p. 29).

Later, the term "strategy" appeared; originating from the military, it was incorporated to the realm of planning, and the name *strategic planning* started to become important towards the mid 1960s. Its new feature was that it introduced the need to analyze the environment in order to arrive at a strategic diagnosis of the company. This planning must provide answers to three basic questions: What is the actual situation of the organization?, What does it want to achieve?, and What must it do to achieve it? Answering to the latter means designing strategies, which are considered as essential elements of the strategic plans.

In the 1980s, *strategic management* sought to overcome some drawbacks of strategic planning, such as its fundamentally external focus, and tried to turn this focus towards the internal aspects of the organization in order to provide all levels of staff with the necessary help to manage the strategic change. Its most outstanding features are the internal analysis of the company and its possibilities for change, and the creation of the necessary conditions so that the organization can execute such change. With respect to the difficulties of strategic planning in favour of this new tendency, Mintzberg (1994, p. 109) points out that the planning mistake was to extrapolate the pre-existing strategies, discouraging serious reorganisational changes, which are the ones producing real strategies. Also, he says that no strategy will be feasible without the commitment of the persons who can make its implementation possible.

Those works on business planning that make some distinction between long-range and strategic planning practically just present the latter as a more extended and developed form of the former. Ansoff and McDonnell (1990, pp. 13-6) attribute such basic distinction to the plans' respective views of the future. Long-range planning (which they also call corporate planning) considers that the future can be predicted by extrapolating historical evolution. Strategic planning does not expect the future to be necessarily a development of the past, nor assumes that it can be extrapolated. Following some of these reflections of Ansoff and McDonnell, the strategic plan of the Brown-Daniel University library, in the state of Tennessee[2], attempts to clarify what makes strategic planning different from long-range planning through the following points:

- "Strategic planning builds on anticipated future trends, data and competitive assumptions. Long-range planning is a projection from the present or an extrapolation from the past".
- "Strategic planning resides at the top level of the organization and informs lower levels for long-range planning. Long-range planning tends to be bottoms-up, often a consolidation of plans from individual units".
- "Strategic planning tends to be idea driven, more qualitative; it seeks to provide a clear organisational vision/focus. Long-range planning tends to be numbers driven".

Stueart and Moran (1993, pp. 30-35) hold similar ideas about the differences between strategic and long-range planning. They say that, as far as time is concerned, there are two types of plans: long-range or strategic plans, and short-range or operative plans. Despite using the two expressions –

long-range and strategic – as equivalent, they say that they differ in that, strategic planning deliberately tries to concentrate resources in those areas that may produce a substantial improvement in future capacity and performance. They also consider that strategic planning is rather a framework and a way of thinking than a set of procedures; and that it does not focus, as was the case with long-range planning, in extrapolating the experiences of the past into the practices of the future, but in understanding the environment in which the library operates. They see long-range plans as a continuation of strategic plans. Their arguments seem to point out, also, at long-range planning being a trend that has passed.

Corrall and Brewerton (1999, pp. 25-26) also wanted to establish a difference between the two types of planning, and said that they differ in their approach to identify and solve problems, in their expectations about the new trends and discontinuities, in their alliances with multiple futures, and in their qualitative changes of direction.

Although strategic planning is not new to libraries, its acceptance as a formal component of good management is quite recent, and thus the most representative literature was produced from the 1980s. Biddle (1992, p. 55) identified Kemper as the pioneer in the theory of library strategic planning. In his doctoral thesis "Strategic planning for library systems", from the University of Washington in 1967, he analyzed the concept of strategic planning and proposed the implementation of a model for libraries. Since then some kind of planning was practised, but it was in the 1990s that strategic planning began to be encouraged as an essential condition for a library's change and survival (Butler and Davis, 1992). Thus, there has been an increasing belief that when libraries set-up an ongoing planning process under certain conditions and responsibilities, they can improve efficiency, their productivity, save costs, and better serve their users.

Taking into account a good part of the classic literature on library planning that describes the process to follow and the techniques necessary to carry it out, one can see a fundamental difference between general, or "long-range", planning and the so-called "strategic" planning: the introduction of the strategy or strategic way of thinking. This requires, necessarily, a prospecting exercise, trying to visualize, from the existing context and scenario, the possible ways into which the future may unfold (Tarapanoff, 1997, p. 73). Corrall and Brewerton (1999, p. 24) try to clarify what it means to think strategically through the use of some terms such as: scanning widely, seeing the "big picture", selecting the rig data, exploring

systematically, linking process and output, integrating data with theory, discriminating between events, having a conceptual framework, dealing with many inputs at once, being creative, moving beyond logic, responding to an audience/environment, and transferring learning from one experience to another.

The planning models that are proposed from the 1980s, and specially in the 1990s, incorporate to a large extent some steps or phases oriented towards the library having a vision of the future, which it must define and must try to achieve. At the same time, they consider it increasingly important to know how to anticipate the factors of the environment and respond to them.

The change or drift from long-range to strategic planning is reflected on the planning models. It can be observed in some very specific works. For example, the works on public library planning that appeared in the 1980s, developed by the Public Library Association (McClure *et al.*, 1987), and even later works (Bremer, 1994), show the planning process with the following stages or phases:

- evaluating of the existing situation of the library and the community it serves;
- establishing the library functions and mission;
- defining goals and objectives;
- electing activities and tasks to meet the objectives;
- implementation; and
- examining the results.

In 1998 and 2001, this model by McClure *et al.* was revised and updated, presenting significant changes in relation to earlier proposals (Himmel and Wilson, 1998; Nelson, 2001). The new model represents an evolution, as it stresses more than the earlier model the issues about plan implementation and evaluation, as well as the importance of the correct distribution of resources when creating a plan that can be implemented. Also, the process, based on the library's past, looks more into the future and introduces, as a new element, the definition of the library's vision and the selection of the service responses, which have replaced the establishment of the library functions. The functions used to describe what the library did in a very general way. Instead, the service responses seek to specify the different forms in which libraries serve the public, as well as establish priorities in order to facilitate the correct allocation of resources. To all this, we must add the SWOT analysis – the analysis of library strengths, weaknesses, opportunities and threats – which completes and extends the evaluation, sought by the earlier model, of the library's external and internal situation. In synthesis, the proposed phases that reflect the changes would be:

- analysing the community and the library (SWOT);
- writing the vision statement;
- selecting the service responses;
- writing the mission statement;
- establishing goals and objectives;
- determining resources and identifying activities to meet the objectives; and
- examining the possible consequences of the election made.

Since Riggs (1984) proposed six essential phases in the strategic planning process (library self-analysis, goals and objectives, identifying attributes, identifying constrains and weaknesses, formulation of strategy, and action plans), planning models have been introducing other steps and techniques aimed at helping the libraries define a beneficial future scenario and the way to reach it, in order to face the increasing uncertainty about the future. The scenarios technique and the planning assumptions or hypotheses, for example, reflect that aim. Many works agree on the importance of anticipating the future as the first step towards making that future happen, and of having proper strategies to be able to reach it (Bryson, 1990; Carr, 1992; Corrall and Brewerton, 1994; Jacob, 1990; Stueart and Moran, 1993).

Current literature on library planning shows no interest in distinguishing between long-range and strategic planning. Authors refer essentially to the strategic plan and rarely to the long-range plan, because the former has absorbed to a certain extent what used to be considered as long-range vision. Often they are used as equivalent expressions, and long-range is considered as one essential characteristic of strategic plans.

One of the last works about strategic planning was written by Corrall (2000). The author reviews briefly the history of planning and presents strategic planning as a more advanced stage of long-range planning, depending on the evolution of their respective historical contexts. Her planning model, placed in the context of strategic management, incorporates a fair number of methodologies and techniques. Particularly significant are those that can help to carry out a detailed "exploration" of the environment and plan the future of the library, those that allow identification of the library's priorities on which planning must focus, and those focused on the development, election and evaluation of the strategies. Her model has the following stages:

(1) environmental analysis (macro, micro and corporate or internal environment), SWOT analysis, planning assumptions, and developing scenarios;
(2) mission;
(3) values;
(4) vision;
(5) priorities (critical success factors, key result areas, information services priorities);
(6) goals;
(7) strategies; and
(8) formal plans.

Through these specific examples, one can see that the evolution of the planning models for libraries that have been proposed since the 1970s to date shows that, as time passes and planning experience increases, the planning process has been incorporating new elements in relation to the "strategic" way of thinking. The creation of strategy materializes in having a vision and a collective dream, as well as detailed plans that allow one to think that the ideas are not unattainable. The vision must be demanding, but not impossible, about the challenges it raises, and action oriented. The process comes out dynamic and constant. It is associated to an enterprising and innovating leadership, which questions what must continue to be in force and what must be changed. It requires the participation of all the library stakeholders to define a common vision in constant evolution and the way to reach it. Also, it has adopted a higher number of techniques and methodologies, basically oriented to two goals:

(1) to have a better knowledge of the environment in which the library must operate and of its foreseeable evolution in the time frame one is interested in, in order to better design the future so as to be able to anticipate it and respond to it properly; and
(2) to give priority to the library areas that will allow the obtaining of best results and thus, achieve an efficient distribution of resources.

The planning time frame

Executing a plan can mean committing the organization to certain solutions during many years. When the number of planned years is higher than one, planning is normally referred to as long-range. For David (1997, p. 10), long-range means longer than one year; others, such as Salgueiro (1998, p. 27), say that the current tendency is to consider long-range as two years or longer, while mid-range would be one year. These two examples show the variable length attributed to long-range, and thus, the lack of consensus. The most common time frame is between three and five years. In some works, it is almost standardized as five or more years (Ponjuán, 1998, p. 79). Sometimes the plans themselves show the need to

make some clarifications about the time frame. The Syracuse[3] university library, for example, specifies that long-range means five years, mid-range three years, and short-range one year.

In the planning reports of both public and university libraries, one can see that there are no fixed rules about the planned time frame, and that each library interprets long-range according to its own characteristics and peculiarities. The planned periods vary between two and ten years, with five years being the most common amongst the plans named "strategic" and four years amongst the "long-range" ones. However, in both sets of plans there are also two-, three-, four-, five- and ten-year plans. This proves that, in planning practice, there is a fair amount of flexibility, and the limit of the planned period is determined by each library when analyzing the variables of the environment at that point in time, when it finds it difficult to visualize with some logic its probable evolution. The two expressions that are used to call the plans are not associated to a specific number of years, despite the above mentioned repetitions. They both refer to the same process, generally with a wide scope and prolonged consequences.

On the other hand, it is not easy to differentiate plans that adopt a long-range perspective, such as five or more years, from those that focus on the more immediate future, such as one, two or three years. Both can be considered as part of the same continuum. As short-range projections materialize or change, they may contribute to attaining the long-range goals, or they may make any long-range plan flaws evident. In any case, good plans do not just indicate the different stages through which the library intends to advance, but also the successive actions that are necessary to advance through each of such stages. As libraries work in a changing social and technological environment and are subject to variable local situations, they can seldom look forward beyond five years with any reasonable prospect of success in their planning.

An analysis of the nature and contents of library plans

From the above, and as both expressions are currently used to name the plans that refer to the future of the library, one might ask whether there is anything at present that characterizes and differentiates plans named "strategic" from those named "long-range", and whether the differences established in planning theory are reflected somehow in the planning reports. To find out, below there is an analysis of the nature

and contents of the plans selected to do this work.

With regard to the name used to call the plans, one can see that public libraries use "strategic" a little more: out of the 34 plans in the sample, 19 are named "strategic", and 15 "long-range". University libraries show a clear preference for the name "Strategic Plan", and give the impression that the term "long-range" is hardly used or, if used, it is used as a complement to the former, in expressions such as "Long-Range Strategic Plan". There are also other similar names that include the term strategy, such as "Master Strategic Plan", "Library Strategy" and "Strategic Directions". No "long-range" plan was found among university libraries when we did the search (Appendices 1 and 2).

The most relevant differences among the plans that make up the sample, regardless of the name used and the type of library, are about their grade of precision or detail, specially with respect to the implementation of the plan or the main lines of action: goals, strategic objectives or strategic directions, depending on the preferred name in each case. One can get an idea of this by seeing how much these versions vary in their extension. The number of pages ranges from 2, sometimes as triptychs or pamphlets, to 41. Although there are no rules or recommendations to this respect, experienced planners agree that, in general, 25-30 pages are enough. From these differences, one gets the impression that the shorter plans, 1-10 pages approximately, are a simplified version of the document created by the planning team and addressed essentially to the user. In these plans, the contents are reduced to basically indicate what will be the library priorities for the forthcoming years. Other plans just present the goals and objectives. Some of them clarify that the "activities" are not reflected in the plan because they are considered as internal working documents. The longer, more extensive and detailed ones, must differ very little from the document that serves as a guide to the library staff in charge of executing it. Their level of detail goes down to specify the activities or steps related to the achievement of each objective, indicating also the person responsible, the starting and finishing dates, the indicator to be used to measure the results, and the allocated budget. Some even offer a specific link to access plans, programs and departmental projects. Some plans warn the potential reader that they are an abridged version, and offer the possibility to ask for the whole document to be sent by mail, telephone or e-mail. The form and content analysis carried out shows that the name used does not correlate with the length of the plan, nor with its grade of precision or

specificity, which depends on what the library wants to disclose.

Another apparent feature in the set of plans is that, despite some consensus, there is an almost particular use of the planning terms: goal, objective, strategy, etc. What some plans identify as a strategy, in some others it could be the equivalent to goals; others identify the strategies with the strategic objectives; some others confuse objectives with strategies. One of the most controversial terms is "strategy", which some understand as a main line of action[4] and others as an activity or step to reach an objective[5]. Public libraries hardly use the term strategy, even in plans qualified as strategic in their titles. Instead, they clearly prefer "activity", which they understand as "strategies or sets of specific actions that the library will carry out to reach its objectives". It seems obvious that all these concepts are related, but the impression is that they have a different place in each library's hierarchy of plans. It is precisely because of this confusion of terms – that there always seems to have to be in planning, despite certain unanimity – that some plans include a chapter containing these concepts and their meanings for the library. And this is what is really important: that each library lists the terms it is going to use, based on its belief that they are the ones that best express what the library wants to say and disclose, and explains what it means by those terms.

With respect to the structure and contents of the plans, the differences between the strategic and the long-range plans are not relevant; at least in those of public libraries, which use both expressions almost as frequently. As can be seen in Table I, which includes the different sections into which both plans are divided, the "strategic" ones have some extra item or element, but with hardly any significance among the whole of the others; perhaps with exception of one, which contains the "Planning assumptions or hypothesis", where it is sought to represent the possible scenarios the library may encounter, and just to use the term "strategy" among their hierarchy of objectives. In public libraries, the model for both "long-range" and "strategic" plans have the following main elements:

- introduction;
- mission;
- vision;
- community overview;
- library overview;
- service responses;
- goals;
- objectives; and
- activities.

In the more abridged versions, this model is simpler, with different variants. Some end with the strategic directions or main lines of action of the library, without including goals, objectives or activities. Others simply list the goals, objectives and activities, skipping all the rest.

The work methodology used in the planning processes of public libraries is very similar. The most complete plans, both "long-range" and "strategic", which explain either in the introduction or in the relevant section the process and methodology used, refer to practically the same working techniques and methods. They also coincide in quoting some identical works that they use as a guide in the process (Himmel and Wilson, 1998; Nelson, 2001).

However, if we compare the strategic plans of public libraries with those of university libraries, the differences are indeed relevant. Therefore, the real difference lies with the plan model used by each type of library – public and university – and not with the plan model that might correspond to each name used – long-range and strategic. Table II lists the sections, with the different terminologies used, in which the content of the strategic plans of university libraries is structured. One can see that their content is, as compared with public libraries, more extensive and that there are some differences in terminology. The term "strategy" is used here more frequently than in public libraries. Also, they are more interested in showing the environment in which the library operates, its factors, tendencies, effects and its possible future evolution. They have a wider scope – macro, micro and corporate – and are not confined to the institution and the academic institution to which they render their services, reaching even a federal or state level. Other significant sections present are the library's planning focus areas or key areas, which could be considered equivalent to what the service responses are in public libraries, as both seek to identify the priorities of the library in order to facilitate the correct allocation of resources. They also contain the definition of the values or guiding principles that reflect the library's style. The most frequent plan model in university libraries, with some variations with respect to their level of precision, is made up of the following elements:

- summary;
- introduction;
- environmental scan;
- mission;
- vision;
- values;
- key action areas;
- goals;

Table I Contents found in the public library plans (long-term and strategic)

Plan headlines or items	Per cent of appearances	
	LRP (15)	SP (19)
Summary/table of contents	50	57.8
Introduction	31.2	63.1
Members of the planning committee/steering committee	25	42.1
The planning process (methodology, overview)	18.7	42.1
Focused group discussion reports	6.2	0
Acknowledgements	6.2	6.2
Glossary/definitions/key concepts/FAQs	25	0
Planning assumptions	0	6.2
Context for planning	0	12.5
Mission statement	75	84.2
Vision statement	43.7	47.3
Core values/guiding principles/belief/code of service	12.5	47.3
Community overview/community profile/community needs	37.5	21
Library overview/public library profile	12.5	26.3
Library roles	12.5	0
SWOT analysis	12.5	10.5
Plan's level of detail:		
Service responses	31.2	26.3
Strategic directions/library directions/principal strategies	18.7	25
Goals/strategic goals	75	84.2
Rationale	0	6.2
Strategies	0	12.5
Objectives	68.7	47.3
Activities/action/result	43.7	31.5
Responsible	18.7	18.7
Financial projections/resources/cost	12.5	18.7
Duration/date/deadline	62	42.1
Performance measurements	0	6.2
Programs/projects	12.5	0
Plan evaluation	18.7	12.5
Timetable/plan schedule	6.2	0
Resources consulted during planning process	18.7	31.5
Appendix	6.2	15.7
Specific link to send comments/questions about the plan	18.7	26.3

- strategies;
- objectives; and
- financial resources.

The image of the planning process obtained through the reports of university libraries reflects a more business-like nature than that of public libraries. Benchmarking is one of the most used techniques. The works they use as a guide, according to the quotes and literature included in some plans, are not works made for libraries only; instead, a substantial part of them come from the world of business and non-profit organizations (Allison and Kaye, 1997).

Conclusion

The analysis of some libraries' planning reports available in Web pages, which somehow reflect the library's planning process, reveals that nowadays there are no significant differences between the public library plans named "strategic" and those named "long-range". Both correspond to a plan model that each library interprets in a particular way depending on what it wants to disclose. The qualifiers "long-range" and "strategic" appear as equivalent.

The planning reports of university libraries, practically all of them titled "Strategic Plans", correspond to a different model than public library reports with identical name.

Despite the distinctive features existing between the public and university library plans, in relation to their parts or elements and terminology used in general terms and based on the most explicit ones, one can see that there is the same underlying work philosophy, characterized by the participation and involvement of many people, an attempt to foresee the future, and the need to establish priorities with a view to concentrate and deploy specific and

Table II Contents found in the "strategic" university library plans

Plan headlines or items	Per cent of appearances
Summary/table of contents	53.1
Acknowledgements	9.3
Members of the planning committee/steering committee/planning group members	15.6
The planning process (methodology)	25
Glossary/definitions of terms/key concepts/FAQs	12.5
Introduction/preface/executive summary	40.6
Purpose	6.2
Mission statement	75
Vision statement/aspirations	53.1
Core values/guiding principles	34.3
Our environment/environmental scan/environmental factors/environmental trends/environmental assesment/context for planning	43.7
SWOT analysis/exercise	6.2
Customers/clientele/customer feedback	15.6
Key assumptions	6.2
Plan's level of detail:	
Strategic themes/planning themes/areas of emphasis/key action areas/ key strategic issues/strategic directions/critical sucess factors	40.6
Critical processes	3.1
Goals/strategic objectives/aims	71.8
Rationale	3.1
Strategies/initiatives	34.3
Objectives	37.5
Actions	18.7
Responsible	9.3
Dates of fulfilment	18.7
Success indicators/assessment measures/performance indicators	12.5
Costs/funding implications/financial resources/budget forecasts/finances and fund raising	34.3
Action plans/projects	9.3
Review and monitoring mechanisms/evaluation plan	12.5
Timetable	6.2
Referente list/bibliography	12.5
Conclusion	9.3
Appendix	18.7
Specific link to send comments/questions about the strategic plan	28.1

indispensable resources to produce a specific profit or result.

The above-mentioned differences in the theory between strategic and long-range planning – visions of the future built differently, planning level, more or less qualitative nature, etc. – are not currently reflected in the planning reports.

Notes

1 As there will be continuous references to planning expressions and terms, and as it is not the purpose of this paper to explain each of them, it is advisable to consult the works of Himmel and Wilson (1998) and Corrall (2000).
2 www.tnstate.edu/library/strategic/strategic02.htm (accessed 22 July 2003)
3 http://libwww.syr.edu/information/strategicplan/ (accessed 22 July 2003)
4 www.bpl.org/general/trustees/2002plan.pdf (accessed 22 July 2003)
5 http://sjcpl.lib.in.us/aboutsjcpl/policies/longrangeplan/ LRPlan2000/SJCPLVision2000.pdf (accessed 22 July 2003)

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Appendix 1. URL Public Library Plan URLs (consulted 22 July 2003, except when so indicated next to the relevant address)

- Appleton Public Library Long Range Plan (2000-2004): www.apl.org/policies/plan99.html
- Pawtucket Public Library Strategic Plan (2002-2006): www.pawtucketlibrary.org/strategicplan.htm
- Tucson-Pima Public Library Strategic Plan (1998-2003): www.lib.ci.tucson.az.us/strategi/ (accessed 3/12/03).
- Tucson-Pima Public Library Master Strategic Plan (2004-2009): www.lib.ci.tucson.az.us/stratplannew/
- X-San Francisco Public Library Strategic Plan (2001-2004): http://sfp14.sfpl.org/documents/strategicplandraft.html
- Evanston Public Library Strategic Plan (2000-2010): www.evanston.lib.il.us/library/strategic-plan-00.html
- Brantford Public Library Strategic Plan (2001-2003): www.brantford.library.on.ca/strategic.shtml
- Alameda County Library Strategic Plan Outline 2001-2003: www.aclibrary.org/system/stratplan3.asp
- Alberta Public Library Electronic Network (2001-2003): www.thealbertalibrary.ab.ca/aplen/APLEN_actionplan.pdf
- St Charles Public Library Strategic Plan (2000-2003): www.st-charles.lib.il.us/contact/strategicplan.htm
- Fort Worth Public Library Long-Range Services Plan: www.fortworthlibrary.org/lrsp.htm
- Cross Mills Public Library Long Range Plan (2001-2005): http://138.16.137.196/handbook/long-range-plan.html
- Albert Wisner Public Library – Long Range Plan of Service (2000-2004): www.albertwisnerlibrary.org/LongRangePlan/index3.htm
- Marshall Public Library Long-Range Plan (1999-2003): www.lili.org/marshall/gen_longrange.html
- Fairfield Public Library Long Range Plan (2001-2006): www.fairfieldpubliclibrary.org/fiveyearplan.htm
- Scarborough Public Library Long Range Plan (2002-2004): www.library.scarborough.me.us/pdf/trustees/LRP2002-04.pdf
- Rowan Public Library Long Range Plan for 2002-2006: www.lib.co.rowan.nc.us/IN/longrangeplan.htm

- Westford Public Library Long Range Plan (2002-2006): www.westford.lib.vt.us/2002-2006%20LRP.pdf
- Prairie du Sac Public Library Long Range Plan (2000-2003): www.scls.lib.wi.us/pds/longrange.html
- Tuscarawas County Public Library Long Range Plan for 2001-2003: www.tusc.lib.oh.us/information/i_longrange.htm
- Albany Public Library Long Range Plan (2002-2006): www.uhls.org/uhls/about/aplm_plan.cfm
- Boston Public Library Long Range Plan 2002-2003: www.bpl.org/general/trustees/longrangeplan.htm
- San Joseph County Public Library South Bend, (Indiana) Long Range Plan (2000-2004): www.sjcpl.lib.in.us/LRPlan2000/SJCPLVision2000.html (consulted 2/27/03)
- Marion County Public Library System Long Range Plan (2001-2006): www.marion.lib. fl.us/pdf/longrangeplan/lrp.pdf
- Strategic Plan FY (2002-2004), Washington District of Columbia Public Library: www.dc.gov/strategic-plan/dcpl.shtm
- Morrill Public Library Strategic Plan (2002-2004): http://skyways.lib.ks.us/pathway/morrill_plan.html
- Glencoe Public Library Strategic Plan (2002-2005): www.glencoe.lib.il.us/webplan.htm
- The Mendon Public Library Strategic Plan (2000-2005): www.ggw.org/mendonlibrary/strategicplan.html
- Waterford Public Library Strategic Plan (Summer 2001-June 2006): www. waterfordpubliclibrary.org/contents.html
- Thunder Bay Public Library – A Strategic Plan for Public Library Services (2002-2005): www.tbpl.thunder-bay.on.ca/stratplan/STRAT1.PDF
- Brooklyn Public Library's Strategic Plan (2001-2006): www.brooklynpubliclibrary.org/general/Strategic_Plan.pdf
- The Willoughby-Eastlake Public Library Strategic Plan (2002-2006) www.wepl.lib.oh.us/strategic_plan.htm
- Redwood City Public Library Strategic Plan (2002-2005) www.rcpl.info/assets/pdfs/stratplan0205.pdf
- St Charles City-County Library District – A Strategic Planning Process www.win.org/library/library_office/reports/stratplan/index.html

Appendix 2. University Library Plan URLs (consulted on 7/22/03):

- University of Tennessee Libraries, Knoxville – Strategic Plan (2002-2006): www.lib.utk.edu/plan/plan/plan02-06.pdf
- Washburn University – Mabee Library Strategic Plan (2000-2003): www.washburn.edu/mabee/stratplan/stratplan.html
- Purdue University North Central Library and Media Services Strategic Plan: www.pnc.edu/ls/strategicplan.html
- Virginia Commonwealth University – University Library Services Strategic Plan (1999-2000): www.library.vcu.edu/admin/stratplan/draft1/StrategicPlan.html
- University Library of Nebraska at Omaha Strategic Plan (2003-2008): http://library.unomaha.edu/information/stratplan/
- Monash University Library Strategic Plan (2003-2005): www.lib.monash.edu.au/plans/2003/StrategicPlan03.html
- The University of Memphis Libraries Strategic Plan (1998-2003): www.lib.memphis.edu/stratgic.htm
- Appalachian State University Library Strategic Plan (2000-2005): www.library.appstate.edu/geninfo/strategic_plan_2000-2005.html
- Healey Library at University of Massachusetts Boston – Strategic Plan (2000-2004): www.lib.umb.edu/strat-plan.PDF
- University of Waikato Strategic Plan Library Services (2000-2005): www.waikato.ac.nz/library/business/strategic_plan.shtml
- University of Texas at Arlington Libraries Online Strategic Plan (2000-2005): http://libraries.uta.edu/planning/strategicplan.html
- Kansas State University Libraries (2000-2005): www.lib.ksu.edu/plan/plan.html
- Mildred F. Sawyer Library Strategic Plan 1 July 2002 – 30 June 2005: www.suffolk.edu/sawlib/plandocs/stratplan_2002-5.htm
- Tennessee State University Libraries & Media Center Strategic Plan (1999-2001)-2004): www.tnstate.edu/library/strategic/strat_contents.htm
- Brown University Library Strategic Plan – Enters the 21st Century: www.brown.edu/Facilities/University_Library/MODEL/SPSC/
- University of North Texas Libraries' Plan (2000-2004): www.library.unt.edu/libadmin/action/0004.doc

- Syracuse University Library Strategic Plan (2000-2005): http://libwww.syr.edu/information/strategicplan/
- Duke University – Perkins library System Plan (2000-2005): http://staff.lib.duke.edu/plan2kx/
- Australia's Innovative University – Macquarie University Library Strategic Directions (2002-2003): www.lib.mq.edu.au/libpubs/strategic/strategic2002.pdf
- Australian National University Library – Strategic Plan (1995-2004): http://anulib.anu.edu.au/about/stratplan.html
- Virginia Tech University Libraries – Strategic Plan: www.lib.vt.edu/info/stratplan/sep2002.doc
- University of Washington Libraries Strategic Plan (2002-2005): www.lib.washington.edu/about/StrategicPlan2002-2005.html
- University of Calgary Library Strategic Plan: www.ucalgary.ca/library/plans/stratplan.html
- University of Saskatchewan Libraries Strategic Plan (2000/2001-2002/2003): http://library.usask.ca/info/strategicplan2000_2003new.html
- Nueva Mexico State University Library and Media Center Strategic Plan: http://cavern.nmsu.edu/Library/mission2.htm
- Cornell University Master Plan (2002-2007): www.library.cornell.edu/Admin/goals/goals-print.html
- University of Sheffield Library Strategic Plan 2002/2003-2004/2005: www.shef.ac.uk/library/libdocs/indexsp.pdf
- University of York Library Strategy (2000/2001-2004/2005): www.york.ac.uk/services/library/libdocs/strategy0005.pdf
- Kingston University Library and Media Services Strategic Plan (2001/2002-2005/2006): www.kingston.ac.uk/library_media/devplan02.doc
- University of Birmingham – Information Services Five-Year Strategic Plan Sessions 2001/2-2005/6: www.is.bham.ac.uk/ppm/publications/other/FiveYearPlanComplete6.pdf
- Aston University Library & Information Services Strategic Plan 2000/2001 to 2004/2005: www.aston.ac.uk/lis/stratplan