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James White Library's Strategic Plan Development Process: An Innovative Approach

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The objective of this presentation is to describe the process adopted by James White Library to develop and implement its Strategic Plan for the period 2014–2017.

Strategic Planning Concept

The main intent of a strategic plan is to align the core mission of the organization to the needs of the market it serves, taking in consideration its external and internal environments — social, economic, educational, demographical, cultural — and also the organization's strengths and weaknesses. The strategic plan is an incomparable cost-efficient tool, that is, it positions the organization to take maximum advantage of its resources to accomplish its mission.

JWL's Strategic Planning Process

Although a Strategic Planning Committee was formed to manage the process and make the final decisions, the process required the participation and involvement of the library's staff as a whole. The Committee considered this an indispensable factor to achieve success. Each of the six library's Departments developed its own strategic plan monitored and supervised by the Strategic Plan Committee's Chair, and on its completion and approval, this material was summarized and compiled into a brochure, which was printed and distributed throughout the University as the James White Library's Strategic Plan. Careful attention was given to align the Library's Goals to the University's.

The process consisted of six phases and ten steps:



James White Library Background

Andrews University's James White Library was founded in 1874 and moved to its own 3 levels building in 1962 which occupies an area of 100,000 square feet. The library's main holdings is formed by 1.2 million books, including 440,000 e-books, 3,500 print journal titles and approximately 165,000 titles online. It serves over 11,000 students, including around 7,000 off-campus. On campus there are students from 100 different countries. Andrews University offers 130 undergraduate programs and 70 graduate programs by 288 faculty members.

The library is organized into 5 Departments: Systems, which includes the Media Center; Information Services, which includes Reference, Library Instruction, Database Management, and Off-Campus Services; Patron Services, including Circulation, Interlibrary Loan, Building Management and Security; Bibliographic Services, formed by Technical Services, Purchasing, and Periodicals; and Marketing.

The main library also houses the Seminary library and the Center for Adventist Research. The library also consists of two branch libraries: The Architecture Resource Center and the Music Materials Center.

The James White Library employs 11 librarians, including its Dean, 8 staff (library assistants), and around 70 part-time student workers at any time.