

Working Strategic Plan
developed
by
NM Consortium of Academic Libraries
(NMCAL)
on
August 9, 2002

Facilitated by
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OVERVIEW

The NMCAL board/leadership met on August 9, 2002, and developed a working strategic plan for the future development of NMCAL as an organization. At this meeting, the NMCAL board/leadership set five major goals for NMCAL. The five goals are: 1.) To be an active and informed advocate for academic libraries; 2.) To advocate Information Literacy; 3.) To advocate library operations' "best practices" and standards; 4.) To strengthen NMCAL's internal processes or infrastructure; and 5.) To develop NMCAL marketing strategy and plan.

Then, the NMCAL board/leadership broke into five workgroups, one for each of the five goals. Each workgroup drafted objectives to accomplish, which would work toward achieving each of the goals respectively. The NMCAL board/leadership reconvened as one group and reviewed and revised (reached consensus on) the objectives for each goal. Some similar objectives appeared under multiple goals. Other objectives, although listed under one goal, worked toward achieving multiple goals.

The NMCAL board/leadership established four timeframes for accomplishing objectives. These timeframes are: 1.) Short-term (within one year); 2.) Mid-range (1 to 3 years); 3.) Long-term (3 to 5 years); and 4.) On-going and/or periodic. During the upcoming months, each of the five goal workgroups agreed to review the objectives for their respective goals and assign timeframes to accomplish each objective.

GOAL #1 WORKGROUP

- 1.) Louise Bolton
- 2.) Other Person 1
- 3.) Other Person 2
- 4.) Other Person 3
- 5.) Other Person 4

GOAL #2 WORKGROUP

- 1.) Dennis Davies-Wilson
- 2.) Other Person 1
- 3.) Other Person 2
- 4.) Other Person 3
- 5.) Other Person 4

GOAL #3 WORKGROUP

- 1.) Kay Krehbiel
- 2.) Other Person 1
- 3.) Other Person 2
- 4.) Other Person 3
- 5.) Other Person 4

GOAL #4 WORKGROUP

- 1.) Jim Pawlak
- 2.) Other Person 1
- 3.) Other Person 2
- 4.) Other Person 3
- 5.) Other Person 4

GOAL #5 WORKGROUP

- 1.) Pat Rorick
- 2.) Julie Miller
- 3.) Other Person 1
- 4.) Other Person 2
- 5.) Other Person 3

The NMCAL board/leadership agreed to reconvene in early November, to revisit the strategic planning process and review organizational progress on accomplishing the goals and objectives developed at the strategic planning session on August 9, 2002.

GOAL #1

TO BE AN ACTIVE AND INFORMED ADVOCATE FOR ACADEMIC LIBRARIES

GOAL #1 OBJECTIVES

1. Coordinate "IPEDS" data and other statistics.
2. Disseminate information to appropriate constituencies.
3. Create a tool kit of conversation/talking points for individual NMCAL members to use internally at each member institution.
4. Have a NMCAL designee(s) with a three year term for NMCHE (NM Commission on Higher Education) and/or legislative hearings.
5. Use "white papers" to define specific programs or platforms of NMCAL (e.g., information literacy; supporting bond issues for academic libraries; strive to meet national standards; etc.).
6. Advocate for local regents, trustees, boards, legislators and upper-level administrators to meet/hold meetings in library facilities of NMCAL members.
7. Have NMCAL members share information with their staff and other libraries on a regular basis.
8. Establish cooperative opportunities to work with other program groups such as NM Commission on Higher Education (NMCHE), NM State Library (NMSL), NM Association of Research Libraries (NMARL) and other identified groups.
9. Have a line-item for advocacy in NMCAL budget.
10. Encourage members to establish "friends groups" to advocate for individual libraries and libraries generally.

GOAL #1 WORKGROUP

- 1.) Louise Bolton
- 2.) Other Person 1
- 3.) Other Person 2
- 4.) Other Person 3
- 5.) Other Person 4

GOAL #2

TO ADVOCATE INFORMATION LITERACY

GOAL #2 OBJECTIVES

1. Help develop and implement Higher Education Information Literacy standards statewide.
2. Examine Information Literacy models in other states.
3. Promote the inclusion of Information Literacy courses in college Core curricula and General Education requirements.
4. Sponsor workshops on topics related to Information Literacy.
5. Distribute information about Information Literacy.
6. Educate faculty and administrators about Information Literacy.
7. Educate NMCHE (NM Commission on Higher Education), Association of College and Research Libraries (ACRL) and LOA's (local operating agencies) about Information Literacy.
8. Educate NM DOE (NM Department of Education) about Information Literacy and promote the development of statewide K-12 standards (or Library Outcomes Assessment Standard-LOAS).

GOAL #2 WORKGROUP

- 1.) Dennis Davies-Wilson
- 2.) Other Person 1
- 3.) Other Person 2
- 4.) Other Person 3
- 5.) Other Person 4

GOAL #3

TO ADVOCATE LIBRARY OPERATIONS "BEST PRACTICES" AND STANDARDS.

GOAL #3 OBJECTIVES

1. Establish a forum for academic library directors to share information and experiences with each other, and to mentor new directors on issues of staffing, policy, accreditation, legislation and other administrative library concerns.
2. Develop cooperative resource sharing agreements for electronic resources, joint purchases, document delivery, reciprocal borrowing and other tasks as appropriate.
3. Support professional enrichment opportunities for NMCAL member institutions.
4. Research accrediting standards (i.e., North Central Association of Colleges and Schools (NCA); National Council for Accreditation of Teacher Education (NCATE), etc.).
5. Adopt standards for staffing and budgeting in academic libraries.

GOAL #3 WORKGROUP

- 1.) Kay Krehbiel
- 2.) Other Person 1
- 3.) Other Person 2
- 4.) Other Person 3
- 5.) Other Person 4

GOAL #4

TO STRENGTHEN NMCAL'S INTERNAL PROCESSES OR INFRASTRUCTURE.

GOAL #4 OBJECTIVES

1. To clarify mission and vision statements of NMCAL. Discuss the difference between an organization's purpose and its mission.
2. Establish a budget process for NMCAL, including an organizational financial plan.
3. Review NMCAL Bylaws and policies and procedures and continue to do so on a regular periodic or ongoing basis.
4. Develop NMCAL website as a reference for NMCAL Bylaws, History, Policies and Procedures, and relevant statistics.
5. Encourage use of NMCAL e-list for discussion of relevant issues.
6. Maintain strong, working relationships with NM Library Association (NMLA) and NM Association of Research Libraries (NMARL).
7. Identify NMCAL's constituencies and how to relate effectively to each group.
8. Determine mechanism or protocol for creating continuity and transition of NMCAL representatives and/or board/leadership.
9. Consider holding more frequent meetings of NMCAL board/leadership.

GOAL #4 WORKGROUP

- 1.) Jim Pawlak
- 2.) Other Person 1
- 3.) Other Person 2
- 4.) Other Person 3
- 5.) Other Person 4

GOAL #5

TO DEVELOP NMCAL MARKETING STRATEGY AND PLAN.

GOAL #5 OBJECTIVES

1. To research and identify NMCAL's market(s) and decision-makers in those markets.
2. Identify What NMCAL wants to market and set NMCAL's policy and agenda.
3. Charge NMCAL members to develop and implement NMCAL marketing strategy (possibly by designating a public relations committee or person).
4. Coordinate with NM State Library (NMSL) for marketing support (i.e., completing surveys).
5. NMCAL representative(s) attend NM Commission on Higher Education (NMCHE) meetings on a regular basis.
6. Support training of NMCAL members and membership in the understanding of the political process in New Mexico.
7. Collect information necessary to support NMCAL's marketing plan.
8. Establish a budget for NMCAL marketing activities.
9. Identify means and channels for marketing NMCAL.
10. Develop NMCAL marketing tools (e.g., talking points, "white papers", etc.).

GOAL #5 WORKGROUP

- 1.) Pat Rorick
- 2.) Julie Miller
- 3.) Other Person 1
- 4.) Other Person 2
- 5.) Other Person 3

TIMEFRAMES (for accomplishing NMCAL goals and objectives)

- 1.) Short-term = within one year
- 2.) Mid-range = one to three years
- 3.) Long-term = three to five years
- 4.) Ongoing and/or periodic

IDEAS FOR ACTIVITIES GENERATED IN OPENING BRAINSTORM SESSION

- 1.) Consider "To collect and disseminate information pertinent to academic library issues in New Mexico" as a mission statement for NMCAL.
- 2.) Work more with university/institutional administration.
- 3.) Work more with NM Commission on Higher Education (NMCHE).
- 4.) Work more with other (than library) administrations and organizations.
- 5.) Use NMCAL's strength as a consortium to mutually use technology(ies).
- 6.) Use NMCAL's strength as a consortium to be a force to raise awareness of the importance of library(ies).
- 7.) Use NMCAL's strength as a consortium to act as a voice on academic standards.
- 8.) To change the view or perception of the library from a "spoke" to a "hub" of the university or academic institution.
- 9.) Establish NMCAL's mode(s) of internal or intra-communications.
- 10.) To be more aggressive about information gathering and distribution.
- 11.) To be more pro-active as an organization.
- 12.) To be more involved in bigger world of creating and disseminating information.
- 13.) Explore cooperative development of collection of serials/periodicals.
- 14.) Establish delivery service for shared/sharing resources.
- 15.) Formalize relationship with NM State Librarian (NMSL).

- 16.) Officially support statewide union catalogue.
- 17.) Support establishment of off-site cooperative storage facility (statewide).
- 18.) Evaluate status of librarians and para-professionals statewide (vis a vis salaries, credentials, etc.).
- 19.) Create continuity of NMCAL representatives and leadership (plan for turnover and transitions).
- 20.) Operate in accordance with NMCAL Bylaws and established policies and procedures.
- 21.) Establish NMCAL budget process.
- 22.) Revisit NMCAL mission statement.
- 23.) Implement Information Literacy campaign and bring campuses on-board.
- 24.) Stress Information Literacy as a major component of student learning and General Education requirements.
- 25.) Act as a source and collector of data on the impact of library(ies) on students and campuses.
- 26.) Consider NMCAL fiscal plan to look at and/or include fundraising.
- 27.) Clearly determine NMCAL constituents and Who? NMCAL serves.
- 28.) Determine NMCAL's realm or sphere of influence.
- 29.) Establish and maintain strong relationships with other program groups and organizations.