Assessment #5
Strategic Plan (assessed in ILS 565)

Background Information

A brief description of the assessment and its use in the program (one sentence may be sufficient):

The Strategic Plan is the culminating project for candidates taking ILS 565 Library Management. In collaboration with a team from a chosen library, candidates write a strategic plan for an authentic library. The plan includes: external and internal scans, organizational analysis (both managing organization, if applicable, and library), a vision statement, a mission statement, and action plans (including for each a statement of the goal, steps meet the goal, schedule for the steps, resources needed, and anticipated outcomes). Candidates demonstrate their ability to plan to meet program needs in order to better meet the needs of their diverse communities.

How Assessment Aligns with Standards Cited

The Strategic Plan aligns primarily with Competency 8, Administration and Management. Through the strategic planning process, candidates apply best practices related to planning, budgeting, and evaluating human, information, and physical resources (5F, 5G). They develop mission and vision statements, as well as action plans (5E), that support teaching and learning in a library. Candidates communicate and collaborate with library personnel to develop a library program that aligns resources, services, and standards with the library and library’s mission. They make effective use of data and information to assess how the library program addresses the needs of their diverse communities (5F).

A brief analysis of the data findings:

Tba.

Assessment Documentation
I. Competencies Assessed

ALA Core Competency: 8. Administration and Management

8a. Principles of planning and budgeting in libraries and other information agencies

8b. Principles of effective personnel practices and human resource development

8c. Concepts behind and methods for assessment and evaluation of library services and outcomes

8d. Concepts behind, and methods for, developing partnerships, collaborations, and other structures with all stakeholders and within communities served

8e. Concepts behind, issues related to, and methods for, principled, transformational leadership.

Secondary Competency Statements Supported:
5E. The principles and methods of advocacy used to reach specific audiences to promote and explain concepts and services.

5F. The principles of assessment and response to diversity in user needs, user communities, and user preferences.

5G. The principles and methods used to assess the impact of current and emerging situations or circumstances on the design and implementation of appropriate services or resource development.

II. Type of Assessment

Project

III. Actual assessment tool or directions to students
The Strategic Plan is the culminating project for candidates taking ILS 565 Library Management. In collaboration with a team from a chosen library community, you will write a strategic plan for an authentic library. The purpose of this project is for you to demonstrate your ability to plan in order to better meet the needs of your diverse communities.

1) Read
   - Vision, Goals & Objectives…Oh My! (Maine Cooperative Extension Bulletin #6107) - http://umaine.edu/publications/6107e/
     and http://www.umext.maine.edu/onlinepubs/PDFpubs/6107.pdf
   - Library Management 101: A Practical Guide (Diane Velasquez, Editor)

2) Find one or two people with which to work: an administrator, assistant, librarian or other appropriate stakeholder in your chosen library.

3) Meet with your team and discuss the various parts of the project.

4) Create an outline with 1-2 sentence descriptors of each section of your Strategic Plan (due 3 weeks before the final project). Be sure to check the sample outline, as well as the scoring guide for the Strategic Plan (this is for the whole plan, not the outline) as you develop the outline. Since you are doing the outline early, there will be a couple more weeks for you to meet with your team again, work out the kinks, and write the final plan. Post the outline for your Strategic Plan on the Discussion Board as an attachment to your posting. I will respond with my comments for you to consider as you polish your final project. Find one candidate’s outline that has at least one similar aspect to yours and discuss (this will be your response this week).

5) Based on the outline you submitted and the comments you received on Bb, create a Strategic Plan for a library. The components of
the plan should include*:
  • External Scan (collected from local resources: library records, local papers, interviews)
  • Internal Scan (collected from local resources: library records, local papers, interviews)
  • Organizational Analysis (of both the parent organization, if application, and the library)
  • Vision Statement
  • Mission Statement
  • Action Plans (at least two) to include for each:
    1. A statement of the goal or problem
    2. Steps to solve the problem
    3. Schedule for the steps (can be in general terms)
    4. Resources needed (human, information, fiscal, and physical)
    5. Anticipated outcomes

*Please see handout and scoring guide for details for each component

IV. Scoring guide (Rubric) for assessments

<table>
<thead>
<tr>
<th>Competency Category</th>
<th>Points</th>
<th>Unacceptable</th>
<th>Acceptable</th>
<th>Target</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Scan and Internal Scan (8D, 8E)</td>
<td>50</td>
<td>1) External Scan--In narrative form, describes the cultural influences on community learning. Scan includes one or two of the following trends of the external environment of the library as collected from local resources (library)</td>
<td>1) External Scan--In narrative form, describes the cultural influences on community learning. Scan includes three of the following trends of the external environment of the library as collected from local resources (library)</td>
<td>1) External Scan--In narrative form, clearly describes the cultural influences on community learning; including social, economic, political, and demographic trends of the external environment of the library as collected from local resources (library)</td>
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ALA Core Competency 6. Administration and Management
Assessed in ILS 565 Library Management
Project: Strategic Plan
| Organizational Analysis (ALA 8C; 5E, 5F, 5G) | 30 | 1) Candidate shows no evidence of interpreting and using data from the external and internal scans to write one paragraph that evaluates and describes the strengths and challenges of the library. 2) Candidate shows | 1) Candidate interprets and uses data from the external and internal scans to write one paragraph that evaluates and describes the strengths and challenges of the library. 2) Candidate interprets and uses data from the external and internal scans (along with additional information if needed) to write one paragraph that clearly evaluates and describes the strengths and challenges of | local resources (library records, local papers, interviews). 2) Internal Scan--In narrative form, clearly describes the assessment, climate, standards, and programming/services of the library as collected from local resources (library records, local papers, interviews). 3) Scans show evidence of completion by a collaborative team consisting of the candidate and two other professional staff members of the library (must include the librarian). |

2) Internal Scan--In narrative form, describes one or two of the following elements of the library as collected from local resources (library records, local papers, interviews): assessment, climate, standards, and programming/services. 3) Scans do not show evidence of completion by a collaborative team consisting of the candidate and at least one other staff member of the library. | 1) Candidate interprets and uses data from the external and internal scans to write one paragraph that evaluates and describes the strengths and challenges of the library. 2) Candidate interprets and uses data from the external and internal scans (along with additional information if needed) to write one paragraph that clearly evaluates and describes the strengths and challenges of |
<table>
<thead>
<tr>
<th>Vision Statement (ALA 8D, 8E; 5E, 5F, 5G)</th>
<th>30</th>
<th>1) The candidate puts into words the direction the library programming/services is headed in order to address the needs of the library’s diverse community of students. 2) The vision statement does not reflect the organizational analysis of the library programming/services.</th>
<th>1) The candidate puts into words the direction the library programming/services is headed in order to address the needs of the library’s diverse community of students. 2) The vision statement reflects the organizational analysis of the library programming/services.</th>
<th>1) The candidate, with the collaborative team member’s input, puts into words the direction the library programming/services is headed in order to address the needs of the library’s diverse community of constituents. 2) The vision statement reflects the organizational analysis of the library programming/services.</th>
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<tr>
<td>Mission Statement</td>
<td>40</td>
<td>Pt. 1—distills the vision</td>
<td>Pt. 1—distills the vision</td>
<td>Pt. 1—clearly distills the vision</td>
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<td>Action Plans</td>
<td>60</td>
<td>1) Lists one action plan based on the bulleted phrases from pt. 2 of the mission statement. 2) The action plan does not include all of the following: a) A statement of the goal; b) Steps meet the goal; c) Schedule for the steps (can be in general terms); d) Resources needed (human, information, fiscal, and physical); e) Anticipated outcomes. 3) Priority of action plans cannot be determined.</td>
<td>1) Lists at least 2 action plans based on the bulleted phrases from pt. 2 of the mission statement. 2) Each action plan includes three or four of following: a) A statement of the goal; b) Steps to meet the goal; c) Schedule for the steps (can be in general terms); d) Resources needed (human, information, fiscal, and physical); e) Anticipated outcomes and appropriate assessment plan. 3) Priority of action plans cannot be determined.</td>
<td>1) Lists at least two action plans based on the bulleted phrases from pt. 2 of the mission statement. 2) Each action plan includes: a) A statement of the goal; b) Steps to meet the goal; c) Schedule for the steps (can be in general terms); d) Resources needed (human, information, fiscal, and physical); e) Anticipated outcomes and appropriate assessment plan. 3) Action plans are numbered according to priority. 4) A sentence is included to explain the reason for the priority order.</td>
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<td>Organization and Writing</td>
<td>20</td>
<td>Project is not organized into readable sections. Writing is not clear and contains</td>
<td>Project is organized into readable sections, but does not use headings logically</td>
<td>Project is organized into readable sections, using headings logically and</td>
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<td>(ALA 1J)</td>
<td>grammatical and/or punctuation errors.</td>
<td>and consistently. Writing is not clear or contains grammatical and/or punctuation errors.</td>
<td>consistently (but not necessarily in APA format). Writing is clear and free of grammatical and punctuation errors.</td>
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<td>SCSU. Demonstrate awareness, understanding and skills necessary to live and work in a diverse world</td>
<td>20</td>
<td>External and internal scans and Organizational analysis fail to account for diversity of stakeholders and/or the Strategic plan fails to include variations that can accommodate for the diversity.</td>
<td>External and internal scans and Organizational analysis account for diversity of major stakeholders and the Strategic plan includes accommodations for the diversity.</td>
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<td>Total Score:</td>
<td>/250</td>
<td>Comments:</td>
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V. Charts of candidate data derived from the assessment