

## Western Libraries SCOT Analysis [Page 1]

INTERNAL		EXTERNAL	
Strengths	Challenges	Opportunities	Threats

#1	<p><b><u>Service</u></b></p> <ul style="list-style-type: none"> <li>• Attentive to needs of faculty / students</li> <li>• Knowledgeable, friendly, pleasant staff</li> <li>• Strong commitment to service</li> <li>• New service points: UARC, CPNWS, Map Library</li> <li>• Mission/values consensus; common vision</li> </ul>	<p><b><u>Service</u></b></p> <ul style="list-style-type: none"> <li>• Improving service to graduate students</li> <li>• Meeting emerging needs of extended ed. students</li> <li>• Assessing our response to feedback</li> <li>• Demand for longer hours</li> <li>• Effective integration of UARC,CPNWS, Map Library</li> </ul>	<p><b><u>Service</u></b></p> <ul style="list-style-type: none"> <li>• Social computing</li> <li>• Waterfront</li> <li>• Evolving service models</li> <li>• White paper on extended education</li> </ul>	<p><b><u>Service</u></b></p> <ul style="list-style-type: none"> <li>• Increasing expectations of students and faculty</li> <li>• Rapid evolution of information technology</li> <li>• Network security and privacy issues</li> <li>• Budget cuts impacting ability to add new staff and staff/faculty replacement</li> </ul>
#2	<p><b><u>Collections</u></b></p> <ul style="list-style-type: none"> <li>• Good despite budget restrictions</li> <li>• Great undergraduate collection</li> <li>• Good accountability of funds</li> <li>• Disaster recovery plan</li> <li>• Strong ILL service to supplement collections</li> <li>• Prominence in Libraries Strategic Plan</li> </ul>	<p><b><u>Collections</u></b></p> <ul style="list-style-type: none"> <li>• Collection policies renewal, including gift and weeding policies</li> <li>• Lack of cohesion regarding existing digital collections</li> <li>• Support of new programs</li> <li>• Support of graduate programs</li> </ul>	<p><b><u>Collections</u></b></p> <ul style="list-style-type: none"> <li>• Institutional Repository (IR) concept—study demand, needs, platforms, costs</li> <li>• Library as digital collections expert</li> <li>• Northwest Digital Archives (NWDA)</li> <li>• Increasing digital content</li> <li>• Open-access journals</li> <li>• Cooperative Collection Development</li> <li>• Negotiating tailored licensing agreements</li> </ul>	<p><b><u>Collections</u></b></p> <ul style="list-style-type: none"> <li>• Lack of infrastructure &amp; resources for major digital initiatives</li> <li>• Support of new programs</li> <li>• Preservation of print and electronic resources</li> <li>• Academic publishing model</li> <li>• Copyright / Digital Rights Management (DRM) issues</li> <li>• University budget constraints</li> <li>• Reduced state funding for Inter-institutional Committee of Chief Librarians (ICCL) / Cooperative Library Project</li> </ul>

## Western Libraries SCOT Analysis [Page 2]

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			<ul style="list-style-type: none"> <li>• Proactive work with vendors re cost increases</li> <li>• Grants for digital collections</li> <li>• Alliance ebook program</li> <li>• eLibrary subcommittee of the</li> </ul>	<p style="text-align: center;">(CLP) cooperative purchases</p>
#3	<p><b><u>Funding</u></b></p> <ul style="list-style-type: none"> <li>• Success in leveraging money through consortial agreements</li> <li>• Wise use of funding for staff equipment upgrades</li> <li>• Success in funding travel / professional development</li> <li>• Good utilization of alternative funding opportunities (e.g. student technology fee, consortial agreements)</li> </ul>	<p><b><u>Funding</u></b></p> <ul style="list-style-type: none"> <li>• No clear direction on how to prioritize funding</li> <li>• Lack of planning</li> <li>• Out-dated acquisitions budget allocation plan</li> <li>• Reduced funding for ongoing equipment replacement</li> <li>• Increasingly limited travel/professional development funding</li> </ul>	<p><b><u>Funding</u></b></p> <ul style="list-style-type: none"> <li>• Foundation fund-raising</li> <li>• Grant overhead money</li> <li>• Library fee</li> <li>• More web-based training</li> <li>• Stronger effort to cultivate faculty support</li> <li>• Revise allocation plan</li> <li>• Cultivate alumni support</li> <li>• Seek grants</li> </ul>	<p><b><u>Funding</u></b></p> <ul style="list-style-type: none"> <li>• Current economic conditions = cuts in funding levels</li> <li>• Lack of funding for new initiatives and services</li> <li>• Not enough money to support collections / journal inflation</li> <li>• University budget constraints</li> <li>• Potential CLP funding reductions</li> <li>• Reduced state funding for Inter-institutional Committee of Chief Librarians (ICCL) / Cooperative Library Project (CLP) cooperative purchases</li> <li>• Effect of mandatory Alliance eBook program on other funds</li> </ul>
#4	<p><b><u>Findability</u></b></p>	<p><b><u>Findability</u></b></p>	<p><b><u>Findability</u></b></p>	<p><b><u>Findability</u></b></p>

## Western Libraries SCOT Analysis [Page 3]

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	<ul style="list-style-type: none"> <li>• Website / Catalog</li> <li>• Summit/ILL enhances access</li> <li>• Good use of technology</li> <li>• LibGuides implementation</li> <li>• Prominence in Libraries Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Awkward physical collection arrangements</li> <li>• Website / Catalog</li> <li>• Materials are difficult to find – multiple classification systems</li> <li>• Creating links from external finding tools to library resources</li> </ul>	<ul style="list-style-type: none"> <li>• New Summit</li> <li>• WorldCat Local</li> <li>• Federated search</li> <li>• New information technology developments</li> <li>• Orbis Cascade Alliance Digital Services Program</li> <li>• Revision of web site</li> <li>• Signage and Wayfinding Task Force</li> </ul>	<ul style="list-style-type: none"> <li>• Library is not the first choice for information.</li> <li>• New Summit usability / functionality</li> <li>• Future stability of ILS vendor (Innovative Interfaces)</li> </ul>
#5	<p><b><u>Outreach</u></b></p> <ul style="list-style-type: none"> <li>• Ongoing and new events and programs (open house, study night, reading series )</li> <li>• Displays and exhibits</li> <li>• Liaisons do a good job</li> <li>• Partnering with new people</li> <li>• Guided by new mission/values statements</li> <li>• Marketing Team in place</li> </ul>	<p><b><u>Outreach</u></b></p> <ul style="list-style-type: none"> <li>• Liaison program needs improvement</li> <li>• Confusion about outreach coordination</li> <li>• Marketing of services to graduate students</li> <li>• Lack a clear and consistent image of what we do</li> <li>• Effective communication with university faculty</li> <li>• Student-centered communication</li> </ul>	<p><b><u>Outreach</u></b></p> <ul style="list-style-type: none"> <li>• Strengthen liaison relationships</li> <li>• Effective use of Library Maniacs</li> <li>• Take a leadership role in university wide committees and initiatives</li> <li>• Exploration of the various social networking mediums such as Facebook should continue</li> </ul>	<p><b><u>Outreach</u></b></p> <ul style="list-style-type: none"> <li>• Relevance of libraries in today's environment</li> <li>• Negative perceptions of the library</li> <li>• Perception that physical library no longer needed</li> <li>• Library no longer first source for information</li> </ul>

## Western Libraries SCOT Analysis [Page 4]

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#6	<p><b><u>Space</u></b></p> <ul style="list-style-type: none"> <li>• Skybridge</li> <li>• Popular study / community space</li> <li>• Responsiveness to student space needs</li> <li>• Haggard renovation improvement</li> <li>• Well-maintained stacks</li> <li>• Improved collaborative &amp; group study spaces</li> <li>• Easy-to-use reservation system for group study rooms</li> <li>• Improved user-centered space, e.g. Daylight Lounge</li> <li>• Creative use/re-assignment of existing spaces</li> <li>• Flexible collaborative study , presentation space, and café in WL 279</li> <li>• Prominence in Libraries Strategic Plan</li> </ul>	<p><b><u>Space</u></b></p> <ul style="list-style-type: none"> <li>• Continued postponement of Wilson Library renovation</li> <li>• Need for more collaborative study space</li> <li>• Reduced custodial service</li> <li>• Lack of off-site shelving facility</li> <li>• Wilson’s structural constraints—e.g., low ceilings</li> </ul>	<p><b><u>Space</u></b></p> <ul style="list-style-type: none"> <li>• Learning Commons</li> <li>• Off-site shelving</li> <li>• Support sustainability</li> <li>• New capital budget process</li> <li>• Consultant input concerning space</li> <li>• Move of Writing Center into Wilson</li> </ul>	<p><b><u>Space</u></b></p> <ul style="list-style-type: none"> <li>• Lack of capital funding</li> <li>• Environmental concerns about the Wilson side</li> <li>• Further reductions in custodial service</li> <li>• Parking</li> <li>• Recognition of finite space vs. growth in collections</li> </ul>
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## Western Libraries SCOT Analysis [Page 5]

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#7	<p><b><u>Instruction</u></b></p> <ul style="list-style-type: none"> <li>• Robust instruction program</li> <li>• Instruction has identified learning outcomes</li> <li>• Good support of online learning</li> <li>• Prominence in Libraries Strategic Plan</li> <li>• Designation of Instruction Coordinator</li> </ul>	<p><b><u>Instruction</u></b></p> <ul style="list-style-type: none"> <li>• Assess achievement of Library Information Tutorial (LIT)</li> <li>• Assess achievement of Information Literacy</li> <li>• Assess instruction program</li> <li>• Review online instruction approach</li> <li>• Explore online instruction options, e.g. video tutorials</li> </ul>	<p><b><u>Instruction</u></b></p> <ul style="list-style-type: none"> <li>• Campus-wide instruction program at undergraduate level (Committee on Undergraduate Education)</li> <li>• Partnering with academic departments</li> <li>• New Assistant Dean for Public Services</li> <li>• Marketing instruction</li> <li>• Increasing demand for online learning</li> <li>• Instructional Technology</li> <li>• Alignment of Library Instruction Learning Outcomes with WWU undergraduate learning outcomes</li> <li>• Participation in FIGs</li> </ul>	<p><b><u>Instruction</u></b></p> <ul style="list-style-type: none"> <li>• Hiring freezes</li> <li>• Increasing demand for online learning</li> </ul>
#8	<p><b><u>Partnerships</u></b></p> <ul style="list-style-type: none"> <li>• Good partnership with ATUS</li> <li>• Orbis Cascade Alliance</li> <li>• Inter-institutional Committee of Chief Librarians (ICCL) / Cooperative Library Project (CLP)</li> </ul>	<p><b><u>Partnerships</u></b></p> <ul style="list-style-type: none"> <li>• Lacking a culture of collaboration</li> <li>• Innovative thinking re potential partnerships</li> <li>• Creating/offering the right projects and /or</li> </ul>	<p><b><u>Partnerships</u></b></p> <ul style="list-style-type: none"> <li>• More community partnerships (Bellingham Public)</li> <li>• More partnerships across campus</li> <li>• Learning Commons'</li> </ul>	<p><b><u>Partnerships</u></b></p> <ul style="list-style-type: none"> <li>• Lacking a campus culture of collaboration</li> <li>• Difficult economy for seeking corporate partnerships</li> <li>• Budget situation of potential partners</li> </ul>

## Western Libraries SCOT Analysis [Page 6]

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	<ul style="list-style-type: none"> <li>Cataloging of external collections</li> <li>Successful Special Collections partnerships</li> <li>Partnership with alumni association</li> <li>STC in library space</li> </ul>	<p style="text-align: center;">opportunities</p>	<p style="text-align: center;">partnerships (e.g. Writing Center, Tutoring Center, etc.)</p> <ul style="list-style-type: none"> <li>Increasing relationships with corporate sponsors</li> <li>Special Collections – opportunities with community and campus partners</li> <li>Digital project partnerships using CONTENTdm</li> </ul>	<ul style="list-style-type: none"> <li>Lack of resources to effectively promote digital projects partnerships</li> <li>Parking (affecting partnership interactions on campus)</li> </ul>
#9	<p><b><u>Accountability / Assessment</u></b></p> <ul style="list-style-type: none"> <li>Gather a lot of data</li> <li>Have made changes in staffing patterns related to needs (reference staffing, night staffing, 14 days responses)</li> <li>Usability – changes to website after usability testing.</li> <li>Part-time assessment coordinator</li> </ul>	<p><b><u>Accountability / Assessment</u></b></p> <ul style="list-style-type: none"> <li>Need to evaluate data</li> <li>Lack of systematic planning and assessment</li> <li>Lack of regular staff evaluations</li> <li>Lack of faculty annual work plans</li> <li>Faculty Bargaining Agreement precludes staff participation in faculty review</li> <li>Assess achievement of LIT</li> <li>Assess achievement of Information Literacy</li> </ul>	<p><b><u>Accountability / Assessment</u></b></p> <ul style="list-style-type: none"> <li>Increased commitment to assessment</li> <li>LibQual recently completed</li> <li>Task Force for Services &amp; Budget Realignment</li> </ul>	<p><b><u>Accountability / Assessment</u></b></p> <ul style="list-style-type: none"> <li>Response to the accreditation report on lack of assessment</li> <li>Increased pressure for accountability in Higher education</li> </ul>

## Western Libraries SCOT Analysis [Page 7]

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		<ul style="list-style-type: none"> <li>• Assess instruction program</li> </ul>		
#10	<p><b><u>Organizational environment</u></b></p> <ul style="list-style-type: none"> <li>• Dedication of staff</li> <li>• Highly motivated</li> <li>• High standards</li> <li>• Strong commitment</li> <li>• Excitement and adventurous spirit</li> <li>• Openness to new projects</li> <li>• Creative thinking encouraged</li> <li>• Energetic Dean</li> <li>• Experience with strategic planning, creating mission/values</li> <li>• Staff experienced with change</li> <li>• Prominence in Libraries Strategic Plan</li> </ul>	<p><b><u>Organizational environment</u></b></p> <ul style="list-style-type: none"> <li>• Communication / trust / morale</li> <li>• Effectiveness</li> <li>• Lack of cohesive management / leadership</li> <li>• Staff / Faculty division</li> <li>• Favoritism</li> <li>• Professional Development</li> <li>• Lack of cross-training / staff flexibility</li> <li>• Ineffective deployment of staff</li> <li>• Culture of negativity</li> <li>• Lack of mentoring</li> <li>• Fear of change / entrenched attitudes</li> <li>• Lacking culture of collaboration</li> <li>• Lack of clarity about reorganization initiatives</li> <li>• Lacking sense of community</li> <li>• Lack of transparency in</li> </ul>	<p><b><u>Organizational environment</u></b></p> <ul style="list-style-type: none"> <li>• Organizational restructuring</li> <li>• Mentoring</li> <li>• New University leadership</li> <li>• Strategic Plan</li> <li>• Organizational development committee</li> <li>• Diversity Task Force</li> </ul>	<p><b><u>Organizational environment</u></b></p> <ul style="list-style-type: none"> <li>• Recruitment environment</li> <li>• New University leadership</li> <li>• Changing perceptions of library within University</li> <li>• Rapidly changing environment</li> <li>• Faculty Bargaining Agreement impact</li> </ul>

## Western Libraries SCOT Analysis [Page 8]

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		decision making <ul style="list-style-type: none"> <li>• Keeping up review &amp; adjustment of SCOT Analysis &amp; Strategic Plan</li> </ul>		
#11	<u><b>Technology infrastructure</b></u> <ul style="list-style-type: none"> <li>• Knowledgeable, experienced Library IT staff</li> <li>• All staff have access to capable workstations</li> <li>• Good cooperation with ATUS, Admin computing</li> <li>• Consistent success with STF proposals</li> </ul>	<u><b>Technology infrastructure</b></u> <ul style="list-style-type: none"> <li>• Lifespan of equipment and software</li> <li>• Reduced funding for equipment</li> <li>• Updating staff technology skills</li> <li>• Insufficient staff &amp; resources for large projects, such as an IR</li> <li>• Data storage limits</li> </ul>	<u><b>Technology infrastructure</b></u> <ul style="list-style-type: none"> <li>• Cooperative efforts, e.g. Viking Village</li> </ul>	