



Department: **Access Services for Library**

Participants: **Colleen Angel, Christine Neidlein, Andy Pech, Lin Vogel, Cathy Palmini**

**S.W.O.T. Analysis**

<p style="text-align: center;"><b>STRENGTHS (Internal)</b></p> <ul style="list-style-type: none"> <li>• Public service attitude</li> <li>• Permanent staff and student staff</li> <li>• Location – center of campus</li> <li>• UW system consortium and other collaboration</li> <li>• Mission of the library and place of library faculty in that mission</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES (Internal)</b></p> <ul style="list-style-type: none"> <li>• Lack of short and long range plans (lack of direction)</li> <li>• Staffing uneven among departments and hours—needs evaluation, realigning</li> <li>• Lack of communication building wide</li> <li>• Building/facility problems</li> <li>• Lack of marketing</li> <li>• Lack of assessment</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES (External)</b></p> <ul style="list-style-type: none"> <li>• Continuing professional development and training</li> <li>• New staff/new ideas (including new campus faculty, additional collaboration)</li> <li>• UWSP strategic plan, master plan</li> <li>• Library self-study</li> <li>• Marketing</li> </ul>	<p style="text-align: center;"><b>THREATS (External)</b></p> <ul style="list-style-type: none"> <li>• Perception of students/other potential users—fading belief in the library</li> <li>• UW System mandates vs. local needs</li> <li>• Budget concerns based on state of Wisconsin lack of support for education</li> <li>• Potential loss of positions</li> <li>• Retirements--loss of experience, knowledge</li> </ul>

**Strengths:** In addition to having a strong service orientation, permanent staff were characterized as well-qualified, dedicated, and involved on campus and in the community. We are very dependent on student staff who are on the whole responsible and service oriented as well. Cooperation with UW System brings us such benefits as databases we couldn't afford and popular services as UB. In addition, the mission of the Library to provide information and access to information and the active teaching program of library faculty are strengths.

**Weaknesses:** Short and long range planning could provide direction and help with priorities as we have shrinking resources. Staffing patterns need to be evaluated. Consistent communication among departments, committees, and administration continues to be a need. Facility weaknesses include: the building is not well maintained, not welcoming, aging, and other units have encroached on library space. There are unmet equipment and computer needs. Assessment of what our users and nonusers need and want could lead to targeted marketing.

**Opportunities:** Continued and greater support for staff for in their professional development activities and training needs would be an asset. We await the input of new ideas from new hires including new faculty across campus. Collaboration might include such things as e-reserve on D2L. UWSP planning and the Library self-study will guide the Library in making changes and developing new directions.

**Threats:** Changes in the nature of students and how they research affect the Library's place in the educational process. UW system mandates take away local control and sometimes we lose control of what would best serve our users. Shrinking budget is a big concern coupled with inflation of materials and potential loss of positions. Loss of experienced staff affects the work of the remaining staff as a knowledge base is lost.



Department: **Administrative Office Staff for Library**

Participants: **Kathy Davis, Heather Tetzlaff, Liz Zentner, Patty Cray**

### S.W.O.T. Analysis

<p style="text-align: center;"><b>STRENGTHS (Internal)</b></p> <ul style="list-style-type: none"> <li>• Central campus location</li> <li>• Large spacious building</li> <li>• Quality collections</li> <li>• Informational Technology shares occupancy of the building and provides technology support</li> <li>• Well trained and committed staff</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES (Internal)</b></p> <ul style="list-style-type: none"> <li>• Lack of appreciation of the value of front line worker input</li> <li>• Space is not well allocated among building occupants</li> <li>• Lack of long range, strategic planning for the library and the building</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES (External)</b></p> <ul style="list-style-type: none"> <li>• Campus, LRC and Library self study and assessment projects</li> <li>• Increased outreach initiatives</li> <li>• New staff and faculty hires</li> </ul>	<p style="text-align: center;"><b>THREATS (External)</b></p> <ul style="list-style-type: none"> <li>• Budget cuts and underfunding</li> <li>• Lack of Vision for library by library staff and administration</li> <li>• Constant changing in technology</li> <li>• Evolution of libraries and library services in a changing information age</li> <li>• Changes in user characteristics and expectations</li> </ul>

**Strengths:**

- The LRC is located at the center of campus and in close proximity to classroom buildings, student services, and campus administration.
- The LRC is a large building but poorly designed. No plan has been followed for the housing of services within the building, and many public areas have been taken over for staff offices and work areas.
- The University library has a quality collection of resources that include print, media, microfilm/fiche, electronic resources, archives, special collections, and rare books.
- IT shares the LRC with the library and its proximity to the library allows for enhanced support and collaborative opportunities.
- The University library staff is composed of well trained and educated faculty and staff who are committed to the success of the library and its services.

**Weaknesses:**

- Some front line staff have the perception that their input is not sought or valued. This perception needs to be evaluated and plans should be included in any strategic plan to make the process as inclusive as possible.



- Many occupants of the building are housed in substandard and dismal quarters. A formal plan should be completed that addresses staff office concerns and provides attractive and comfortable office and staff work areas. Public areas should be welcoming and warm in appearance. Similar services should be condensed to allow for the development of appropriate spaces for emerging services and staff spaces.
- The lack of a long range strategic plan creates a work environment that is reactionary instead of proactive in nature. This lack of a plan does not allow for strategic planning for the use of resources and staff.

#### Opportunities:

- A long range plan for the LRC and University library would position the library to use budgets, staff and services in the most efficient manner.
- Increased outreach activities provide a conduit to campus and community users for promoting collections and services.
- The addition of new faculty and library staff brings fresh approaches and ideas to the library planning process.

#### Threats:

- A lack of budget increases threatens library services and collections. As library resources and equipment have increased in price over the years, the library budget has been static resulting in a decrease in buying power. The budget also results in cutting of positions, which affects services to campus and community users.
- A lack of vision and/or financial support for new initiatives keeps the University Library from meeting the changing needs of faculty and students. As library trends change and students change how they study, the library must be flexible and visionary to position themselves for the 21<sup>st</sup> century.
- The constant change in library and computer technology is a problem for the university library programs and staff in terms of training, planning, funding and staffing. It becomes increasingly difficult for library faculty and staff to meet the needs of faculty and students. User expectations of the value of new education technologies.
  - Libraries have evolved nationwide from repositories to active partners in the instructional mission of the university. Changes in patron expectations, technology and collections pose a constant challenge to respond to the evolving role of the university library.
  - The way learners and teachers use library services and collections are constantly evolving and requires a dynamic plan of action for libraries.



**Department:** Cataloging/Acquisitions

**Participants:** Sybil Strupp, Yan Liao, John Gallagher, Joan Gresens, Sue-Marie Rendall, Susan Sparapani, Anne Swenson, Kathy Wrycza

### S.W.O.T. Analysis of the Library

<p><b>STRENGTHS (Internal)</b></p> <ul style="list-style-type: none"> <li>• Knowledgeable, team-oriented, enthusiastic, experienced staff</li> <li>• Extremely service oriented and user friendly</li> <li>• Strong partnership with local public library</li> <li>• UWSP department faculty input on material acquisitions</li> </ul>	<p><b>WEAKNESSES (Internal)</b></p> <ul style="list-style-type: none"> <li>• Stagnant budget</li> <li>• Recent and looming retirements</li> <li>• Age of print collection</li> <li>• Poor loading dock configuration</li> </ul>
<p><b>OPPORTUNITIES (External)</b></p> <ul style="list-style-type: none"> <li>• New staff</li> <li>• Multiple format availability (print, nonprint, electronic)</li> <li>• Café in building</li> </ul>	<p><b>THREATS (External)</b></p> <ul style="list-style-type: none"> <li>• Stagnant budget and inflation</li> <li>• Other departments encroaching on physical library space</li> </ul>

Strengths: The greatest asset of the library has for decades been the knowledgeable and experienced library faculty and classified staff. Strong values of service to library users, continuing education, and working as a team have been in evidence for the same long term. In addition to serving UWSP faculty, staff, and students the library serves the surrounding community population and partners with the local public library. The library staff has long considered all citizens of Wisconsin our user community.

Weaknesses: There have been a large number of retirements by long term staff in the past several years resulting in a huge loss of knowledge, experience, wisdom, and professional relationships. This trend will continue in the near future. The materials budget has remained stagnant for several years, resulting in an aging print collection with some subject areas woefully out of date. The physical space in the building needs updating in a number of areas, and the loading dock configuration is ineffective and unsafe.



Opportunities: Though we are losing the knowledge and talents of staff to retirement, new staff members bring new talents, energy, and up-to-date education to the library. Acquisition or access to materials in a variety of formats, whether print, non-print, or electronic expands the horizons of what is thought of as the library's collection. Different configurations of the physical space in the building provide possibilities for outreach to potential groups of library users. The recent addition of the café may help students perceive the library as less intimidating.

Threats: Both a stagnant budget and inflation work against the library having access to information, no matter the format. Over the years non-library functions and departments have encroached on library space in a building designed to house only the library, defined in the late 1960s as learning resources. This stymies flexibility in exploration and implementation of new configurations of library use while maintaining traditional and still necessary services.



Department: **Government Publications Department for Library**

Participants: **Cathy Palmini, Sue Marie Rendell, Marg Whalen, Liz Zentler**

## S.W.O.T. Analysis

<p style="text-align: center;"><b>STRENGTHS (Internal)</b></p> <ul style="list-style-type: none"><li>• Library collections</li><li>• Well-qualified staffing</li><li>• Service orientation</li><li>• Library technical support</li><li>• Partnerships with UW system (also Public Library)</li></ul>	<p style="text-align: center;"><b>WEAKNESSES (Internal)</b></p> <ul style="list-style-type: none"><li>• Management of change (reactive/not proactive)</li><li>• Lack of assessment</li><li>• Static budget</li><li>• Aging facilities</li><li>• Lack of consistent promotion of services</li></ul>
<p style="text-align: center;"><b>OPPORTUNITIES (External)</b></p> <ul style="list-style-type: none"><li>• Strategic planning</li><li>• Develop shared vision</li><li>• Partnership with UW system</li><li>• Staff development</li><li>• New strengths with new hires</li><li>• Opportunity for innovations &amp; creativity</li></ul>	<p style="text-align: center;"><b>THREATS (External)</b></p> <ul style="list-style-type: none"><li>• Opening of University Center</li><li>• Budget cuts</li><li>• Rate of change in digital World...(access and technology included)</li><li>• Google</li><li>• Loss of experience &amp; knowledge with retirements</li></ul>



Department: **Library as seen by Periodicals**  
 Participants: **Richard Kleifgen, Sara Weisensel, Mindy King**

**S.W.O.T. Analysis**

<p><b>STRENGTHS (Internal)</b></p> <ul style="list-style-type: none"> <li>• Central location on campus</li> <li>• Staff (knowledge &amp; level of service)</li> <li>• Cooperation with UW System</li> <li>• Community use allowed</li> </ul>	<p><b>WEAKNESSES (Internal)</b></p> <ul style="list-style-type: none"> <li>• Noncompliance with ADA requirements</li> <li>• Aging equipment and collection</li> <li>• Division between faculty, academic and classified Staff</li> </ul>
<p><b>OPPORTUNITIES (External)</b></p> <ul style="list-style-type: none"> <li>• Energy use / sustainability</li> <li>• Increase marketing / outreach</li> <li>• Reevaluate workflow with upcoming retirements</li> </ul>	<p><b>THREATS (External)</b></p> <ul style="list-style-type: none"> <li>• Budget</li> <li>• Increase in minimum wage</li> <li>• Competition with non-library departments over space</li> <li>• One library idea</li> <li>• Staff retirements</li> </ul>

**Strengths:**

- The library is located in the center of campus in the middle of academic buildings. While the University Center was undergoing renovations, the library saw an increase in use as students needed an alternate place to “hang out” between classes.
- Library faculty and staff are friendly, well trained, and concerned with providing high quality service to patrons.
- Through cooperation with other UW campuses, the library is able to participate in Universal Borrowing and receive access to shared electronic collections.
- The library is open to all members of the community.

**Weaknesses:**

- Several noncompliance issues with ADA requirements including lower level access and bathrooms.
- Compact shelving, elevators, photocopiers, microfilm readers are all aging and problematic. Compact shelving especially is a safety concern. The stacks collection sees little weeding and is somewhat outdated.
- Due to differences among faculty, academic and classified staff (i.e. 9 vs. 12 months, various contracts and pay scales), staff are often frustrated with problems in communication, inequitable supervision, and lack of accountability.



**Opportunities:**

- Implement and follow policies to promote conservation of energy and sustainability.
- Increase the promotion of library services and outreach to various campus departments.
- With upcoming retirements, current workflows can be reevaluated to better meet the needs of current library practices.

**Threats:**

- Coordinating static (and sometimes decreasing) budgets with ever increasing material costs is challenging.
- An increase in minimum wage will affect the number of work study students we are able to hire. This is especially a concern since often (evening and weekends) the building is only staffed by work study students.
- The library continues to share and compete for space with other departments including the Tutoring-Learning Center, Information Systems, and the Center for Academic Excellence.
- While the idea of “One Library” system wide has many positive consequences, the loss of individual library focus and control will make it more difficult to meet the unique needs of the UWSP patron.
- In the next several years the library will see a large number of retirements resulting in a loss of much knowledge specific to the use and history of the UWSP library collection.



Department: **Reference for Library**

**Dec. 3, 2007**

Participants: **Colleen Angel, Yan Liao, and Patti Becker, with input from Main Reference staff**

**S.W.O.T. Analysis**

<p><b>STRENGTHS (Internal)</b></p> <ul style="list-style-type: none"> <li>• Public service attitude.</li> <li>• Well-qualified and dedicated staff.</li> <li>• Good visibility on campus.</li> </ul>	<p><b>WEAKNESSES (Internal)</b></p> <ul style="list-style-type: none"> <li>• Budget.</li> <li>• Layout and condition of library facility.</li> <li>• Lack of access to library reference software load on upper floors.</li> <li>• Lack of data on student information needs.</li> </ul>
<p><b>OPPORTUNITIES (External)</b></p> <ul style="list-style-type: none"> <li>• Collaboration with other UW libraries.</li> <li>• Self-study can guide future development.</li> <li>• Collaboration with other campus units.</li> <li>• UWSP strategic planning.</li> </ul>	<p><b>THREATS (External)</b></p> <ul style="list-style-type: none"> <li>• Budget.</li> <li>• UW System control.</li> <li>• Technology.</li> <li>• Reduced priority for higher education by state of Wisconsin.</li> </ul>

**Strengths:**

Serving the public is something UWSP library employees enjoy and do well. This makes the library a welcoming place and promotes the notion that the library is a good place to study, do research, and work in groups.

UWSP library staff are well-trained to do their jobs and well-educated in general. They are dedicated to doing a good job and to the library. It is not unusual for employees to give decades of their lives to the library.

Physically, the LRC building is in the midst of a cluster of classroom buildings (Communication, Natural Resources, Science, and Fine Arts) and the University Center. It is near the other classroom buildings, too. (It is not close to most of the residence halls, but then neither are most classroom buildings.) The library also maintains strong cross campus collaborations, such as committee work, teaching BI sessions, and liaison activities with academic departments. It has also increased campus awareness of the library through recent innovations, such as the faculty scholarship display and the spring reception for faculty, and through the Food for Thought Café, located on the library main floor.

**Weaknesses:**

We lack the budget to make needed improvements to the facility, services, and resources.



The library layout does not promote ease of use. The building is not very accessible to people with physical disabilities. Facilities are dated, and air quality is a concern.

Students want to work on computers on all floors of the building, but we only provide access to the library reference load on the first and second floors (not counting computer group study rooms, which access the standard campus load, but whose use is limited). We could use more and better computers on these floors with access to the special library load.

We would like to know more about what kinds of services and resources our students need from the library and about how we are meeting (or not meeting) these needs. We hope to obtain more insight into this as part of the self-study process.

**Opportunities:**

The UW-System shared electronic collection has been a boon to the library, providing us with access to resources we could not afford on our own. Other collaborations include increasing use of universal borrowing, interlibrary loan, working with System colleagues on committees, and generally trying to work toward the One System, One Library goal.

The self-study has the potential of leading to improvements in library resources and services.

Working with other campus units, faculty, and staff strengthens relationships, increases awareness, and gives library faculty and staff an opportunity to contribute to campus life.

Strategic Planning will help to shape the future of UWSP. As an integral part of the university, the library should be involved in this process.

**Threats:**

The budget problems (including the lack of agreement between legislative bodies, and between the legislature and the governor about UW System funding) present a challenge to the on-going health of the UW System, and by extension, to the general welfare of Wisconsin.

UW System collaboration can erode the independence of campus libraries. For instance, the System seeks to have a similar look and feel for Metalib across all campuses, which results in lack of local control over some matters. Similarly, the System is moving toward more coordinated purchasing and other joint ventures that will also affect local control.

Ever changing technologies require frequent hardware and software upgrades and new purchases, which require long term commitments of money and entail constant adjustments and retraining.

In recent years the UW System has experienced bad press and a degraded attitude toward its value to the state, which has resulted in misunderstandings by the public and low morale on campuses, including UWSP.