

IS 590 Special Problems - Rural Library Management

Summer 2011, Thursday 6:30-9:10 p.m.

Distance Ed Course

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Course Description:

Libraries are complex institutions operating in a defined community with the sole purpose of improving quality of life, be it work life or personal life, for a defined user population. Libraries are, at heart, businesses complete with human resources, accounts payable and receivable, investors, customers and accountability. They compete for funding and resources along side business and industry and therefor must promote themselves using the same techniques as their competitors.

In this course, students will conduct an external and internal analysis of a library and its community for long range planning. Students will develop a detailed public relations portfolio with implementation timeline for their library or library system.

Goals and Objectives

IS 590 - Rural Library Management focuses on the direct application of theoretical management techniques in an actual library setting of the participant's choosing. At the end of the semester, students will have completed the following:

1. An internal and external profile analysis of a library or library system including a community scan, a community partners profile, library scan, SWOT analysis, service response summary, and ROI profile.
2. A funding profile for a library or library system including local, state, and federal government resources as well as community partnership opportunities.
3. A comprehensive public relations plan for a library or library system including press kit, marketing trademarks (branding, logo, & tag line), and a community marketing strategy.
4. A 12 month action plan for a library or library system based on analysis data for staff development, programs and services, funding opportunities and community relationship building.

Teaching and Learning Considerations

This course is designed as an application course and requires original research from each student. The opportunities for sharing information will be limited due to the focus of each student on a specific library or library system. However, methodologies and processes for achieving research and for analysis of findings may be shared and discussed with other students. I encourage students to partner with classmates who have chosen a similar type library for their study. A resource list for each assignment block will be provided on the Blackboard site.

The nature of the course assignments will require a large amount of time outside of class gathering and analyzing data. Information will be gathered from a variety of resources including, but not limited to print, Internet, and other professionals. Students should keep an annotated record of all their information sources including contact information for other professional consulted for information on their project. All information sources (including interview participants) will need to be cited for each assignment segment using APA (American Psychological Association) citation and format style.

Computing Requirements

The syllabus and other course-related information is available on the Blackboard system Online@UT at <http://online.utk.edu/>. This system provides support for asynchronous communications for the course. You will need your NetID and password to access the materials at Online@UT. System and browser recommendations can be found at http://online.utk.edu/support/system_req.shtml. This page also provides links to other information about the system.

Class Participation

There is no specific textbook for this course. Research methodology and analysis will be covered during lecture with additional resources provided for each assignment segment. This course structure makes class attendance necessary for successful completion of course assignments. If an absence is unavoidable, please e-mail me before the absence, if at all possible.

Please feel free to contact me via e-mail if you have any questions or need additional information in completing assignments. I will check my e-mail several times a day during the semester. Please start your subject line with SIS590 and then follow with your e-mail subject.

Assignments and Evaluation Criteria

| Assignment | Segment | Point Value |
|------------------------------------|--|---|
| Library/Library System Analysis | Community Narrative | 5 Points |
| | Community Partners Profile Narrative | 5 Points |
| | Library Scan Narrative | 5 Points |
| | SWOT Analysis Narrative | 10 Points |
| | Service Response Summary Narrative | 2 Points |
| | ROI Profile | 2 Points |
| | Colors Online Test | 1 Point |
| | Staff Survey (Survey Monkey) & Narrative | 10 Points |
| | Funding Opportunities Profile | Local, State, Federal Resources Narrative |
| Community Partner Program Proposal | | 5 Points |
| Funding Action Plan | | 10 Points |
| Public Relations Plan | Library Brand & Tag Line | 5 Points |
| | Talking Points Flash Sheet | 3 Points |
| | Press Kit (Internal & External) | 5 Points |
| | Press Kit Template for PSA's | 2 Points |
| | Library Marketing Brochure | 5 Points |
| | YouTube Video Promo | 5 Points |
| 12 Month Action Plan | | 15 Points |
| | Total Possible Points | 100 Points |

Grading Scale

| | | |
|----|---------------|---|
| A | 93-100 points | - Superior performance |
| B+ | 85-92 points | - Better than satisfactory performance |
| B | 79-84 points | - Satisfactory performance |
| C+ | 75-78 points | - Less than satisfactory performance |
| C | 70-74 points | - Performance well below the standard expected of graduate students |
| D | 60-69 points | - Unsatisfactory performance; cannot be used to satisfy degree requirements |
| F | 0-59 points | - Unsatisfactory performance; cannot be used to satisfy degree requirements |

Assignment Descriptions and Expectations

Community Narrative

Complete the *Community Scan Worksheet* and use the data to write a narrative summary of your library community. What are the implications for collections, programs, and services development in your library as well as partnership opportunities.

Community Partners Profile Narrative

Complete the *Community Stakeholders Checklist* for your library community. Choose five stakeholders to research for potential partnership with your library. Complete an analysis of each that includes the following information:

- Name of organization
- Mission of organization
- Ongoing projects supported by organization
- Physical address of organization
- Web address of organization
- Names of current board of directors or officers
- Opportunities for partnership with library

Answer the following about each of the five organizations:

Would this organization be a possible funding source for any of your library programs or services? Why or Why not? If yes, what would you need to do to petition support?

Library Scan Narrative

Complete the *Library Scan Worksheet* for your library and use the data to write a narrative summary of your library programs, services, collections and staffing. Based on your community narrative findings, identify the deficiencies in existing programs, services, collections and staffing with respect to identified community needs. Be sure to connect these library service areas to community economic development and workforce development in your library community.

SWOT Analysis Narrative

Conduct a small sample SWOT Analysis of your library using face-to-face interviews with 8 people in your library community. Four of the interviews should be with people who work in or closely with the library/library system. These interview results will be used to conduct a sample internal SWOT analysis. The remaining four interviews should be with people who use the library/library system. Their interview results will be used to conduct a sample external SWOT analysis. Write a narrative summary of the findings broken down by the four analysis questions. Discuss implications of findings on library service areas. (A sample SWOT Analysis has been provided for reference. This SWOT Analysis was conducted with the staff of a public library system.)

Service Response Survey Narrative

Use the *Service Response Summary* to develop a profile of your library services. Describe how your library does or does not provide services for each area listed on the summary. Please add any special services your library provides that are not included on the sheet. School, academic, and special libraries should modify service areas as needed to provide a complete service narrative.

ROI Profile

Develop a Return On Investment worksheet for your library/library system. You will need to identify the key library services for your library/library system and set an average value for each service. You will also need to know your library/library system's local income per capita. (An ROI calculator (spreadsheet) is provided on Blackboard)

Colors Online Test

Please go to the following web link, <http://www.truecolorscareer.com/quiz.asp>, and complete *Carolyn Kalil's Free Personality Quiz*. Be sure to email me a copy of your test results.

Staff Survey and Narrative

Use Survey Monkey, <http://www.surveymonkey.com>, to develop and implement a staff survey.

This survey should be eight to ten questions and be designed to gather staff responses on one of the following areas: program development, staff development, or work environment. Survey design and focus is at the discretion of course participant. A minimum of ten participants plus course instructor is required. Write a narrative summary of survey findings and implications for library service area. Please include your survey questions as an addendum to your narrative.

Local, State, & Federal Resources Profile

Develop a funding resources profile that includes the following information:

Names and contact information for all local, state, and federal funding sources. Include the process for requesting funds from each source along with discussion on what types of funds are available from each one. (Explain how your library/library system receives annual funding and the process involved for requesting/receiving funds)

Examples for public libraries include city officials and county commission, state and federal legislators, regional libraries, federal and state grant programs for libraries, local and regional foundations, friends groups, local economic development organizations.

Examples for school libraries include city officials and county commission, school board, state and federal legislators, state education department, federal and state grant programs, PTO, local and regional foundations, local economic development organizations.

Examples for academic libraries include college finance administration, individual school administration, procedures for procuring funds within the college structure, state education department - higher education office, federal and state grant programs, alumni association and college foundation, local and regional foundations, local and state economic development organizations.

Examples for special libraries include organization or business served, support agencies that serve or are served by the business or organization (foundations, members, clients), state and federal legislators, city and county officials, local and state economic development organizations.

Community Partner Program Proposal

Choose one of the five community partners profiled and develop a proposal for a partner program. Include program description, program length, resources needed, existing resources

versus additional resources needed, cost to fund, sources of funding, program audience and estimated number of participants.

Funding Action Plan

Select one library/library system need identified in your library internal and external analysis and develop a funding action plan to acquire resources to address need.

Library Brand & Tag

Develop a brand/logo and tag line for your library/library system. The logo and tag line should exemplify what your library mission/vision is to the community it serves.

Talking Points Flash Sheet

Develop six key talking points for your library/library system that tell in less than a minute what your library is all about. Choose talking points that address both your user base and funding sources.

Press Kit

Develop a complete press kit for your library/library system. Press kit should include the following:

- An email distribution list for all media in your community - TV, Newspapers, Radio.
- A comprehensive list of all existing distribution lists that are available for you to market programs and services through. (Leadership Groups; Chambers of Commerce; Industry Specific Lists; Civic Group Lists...etc)
- Web Site and Social Media Marketing opportunities (Library Web Site, Facebook Page, Twitter Account etc...)
- Other

Press Kit PSA Template

Develop a template for a Public Service Announcement complete with Logo/Brand and Tag line, contact information for library.

Use the word processing program of your choice and create the template using the table feature. Template should then be saved as a PDF file for submission.

Library Marketing Brochure

Develop a three fold marketing brochure for your library. Include Logo/Brand, tag line, talking

points, along with all pertinent information for marketing your library/library system.

YouTube Video Promo

Create a YouTube Video that features your six talking points. Load video on YouTube and send link to Instructor and Classmates. This activity is included to demonstrate how easy it is to make video with an available video camera (Cell Phone, Flip-It, or Camera with video) and post it on YouTube.

12 Month Action Plan

This project is the culmination of all the course assignments. This plan will be discussed at length during the first class lecture. This plan will be developed using a spreadsheet and have the following segments:

- Library/Library System Programs
- Library/Library System Collections
- Library/Library Services
- Library/Library System Staffing

Each segment should be inclusive for your library/library system and address the following:

Service item status (ongoing, in planning)

Service item funding allocation/need

Service item funding source

Service item timeline for implementation

Service item communication indicators (in-house/external and promotional plan (if needed))

CCI Diversity Statement (College of Communication and Information Bylaws, Section II-C)

The College of Communication and Information recognizes that a college diverse in its people, curricula, scholarship, research, and creative activities expands opportunities for intellectual inquiry and engagement, helps students develop critical thinking skills, and prepares students for social and civic responsibilities. All members of the College benefit from diversity and the quality of learning, research, scholarship and creative activities is enhanced by a climate of inclusion, understanding and appreciation of differences and the full range of human experience. As a result, the College is committed to diversity and equal opportunity and it recognized that it must represent the diversity inherent in American society. The College is acutely aware that diversity and fairness are foundations that unite the College's faculty, staff, students, and the larger communication and information community (see <http://>

www.cci.utk.edu/diversity-statement for CCI’s full Diversity Statement). The instructor reserves the right to change the syllabus and when required.

Academic Integrity

Academic honesty requires that all work presented be the student’s own work, not only on tests, but in themes, papers, homework, and class presentation. There is a clear distinction between learning new ideas and presenting them as facts or as answers, and presenting them as one’s own ideas. The University has a clear policy on academic integrity complete with a ‘Student Honor Statement’ (Hilltopics: Student Handbook, 2010-11, p. 41 Available at http://dos.utk.edu/files/hilltopics_10_11.pdf).

Disabilities

Please contact the Office of Disability Services at 2227 Dunsford Hall at 865-974-6087 (e-mail: ods@utk.edu) if you need course adaptations or accommodations. They will work with you to arrive at the appropriate program and register you for services. Also contact me so we can talk about solutions.

Course Schedule

| Date | Lecture Topics | Assignments Schedule |
|---------------|---|---|
| June 2, 2011 | Introductions, Course Structure and Assignment Review, Using community demographics to improve library services and programs. | Use the Assignments Schedule to stay on track with research and course assignments. |
| June 9, 2011 | Internal Demographics - Staffing Assessment; The SWOT Analysis. | Colors Online Test, These Worksheets should be competed (Community SCAN Worksheet, Community Stakeholders Checklist, Library SCAN Worksheet) - They do not need to be turned in until June 16th. Survey Monkey Survey should be developed and created on the web interface. |
| June 16, 2011 | External Demographics- Program and Services Assessment | Community Narrative, Community Partners Profile, Library SCAN Narrative, |

| | | |
|----------------|---|--|
| June 23, 2011 | Using demographics to improve public perception. | SWOT Analysis Narrative, Service Response Summary Narrative, Staff Survey and Narrative. |
| June 30, 2011 | Examination of funding structures for libraries; Improving the funding dialog for a library/library system; Identifying local funding opportunities and partnerships; | Local, State & Funding Resources Profile. |
| July 7, 2011 | Building a Public Relations Plan | ROI Profile, Community Partner Program Proposal, Funding Action Plan. |
| July 14, 2011 | In House Public Relations | Library Brand and Tag Line, Talking Points Flash Sheet |
| July 21, 2011 | Marketing Your Library | Library Marketing Brochure |
| July 28, 2011 | The Annual Action Plan | Press Kit PSA template, YouTube Video Promo, Press Kit |
| August 4, 2011 | Managing a marketing plan in a rural library. | 12 Month Action Plan |
| August 9, 2011 | Last day of classes | All course assignments - final due date |