Ohio Private Academic Libraries Strategic Plan
2014

Introduction and Executive Summary

In 2013, OPAL embarked on an endeavor to create a new vision for the future which was founded on our core values: Resource Sharing, Collaboration, and Investing In The Future. The members of the Strategic Plan Task Force worked to develop this strategic plan as a future facing document that outlines a vision, direction, and operational activities to achieve OPAL’s ultimate goals.

Goal 1: Resource Sharing- OPAL seeks to identify internal and external resources that can be shared across the consortium to benefit individual member libraries.

Goal 2: Collaboration – OPAL seeks to foster a dynamic collaborative atmosphere among its libraries, library staff, faculty, staff and students through enhancing existing and generating new partnerships, maintaining an active relationship with OhioNET, and expanding OPAL to other libraries.

Goal 3: Investing in the Future- OPAL seeks to become a leader in the field by improving its organizational structure, identifying and training leaders, and allocating common funds to benefit the consortium.

This strategic plan was developed in 2014 by members of the Strategic Plan Task Force:

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Strategic planning is essential for any organization. It is a tool that helps clarify the future direction, while allowing the organization to adapt and still maintain the organization’s core values. There is significant value in the process itself, as it allows for general discussions around the organizational needs of the various stakeholders, as well as broader discussions about the future of libraries.

This process goes beyond what we believe was the minimum needed, as it defines our direction as well as our strategic focus areas for years to come. The plan is now ready to be shared with the Executive Committee, of which two members served on the Strategic Plan Task Force. The plan is an exciting new direction for OPAL and redefines and re-imagines the future of our consortia, how we interact with each other, our patrons, and our future.
OPAL Strategic Plan 2014

Statement of Identity
OPAL is a consortium of libraries at private, independent institutions of higher education in the State of Ohio. OhioNET administers and supports the OPAL consortium. OPAL libraries are members of OhioLINK.

Mission Statement
OPAL strengthens and promotes member libraries through financially responsible collaboration and innovation.

Vision Statement
OPAL libraries work together to provide and develop services that respond to identified user needs through: a shared online catalog, ongoing strategic planning, collaborative work in OPAL groups and committees, staff development and training, cooperative purchasing to enrich access to information, and cost-effective innovations in technology for end user resource sharing.

Core Values

1) Resources Sharing
2) Collaboration
3) Investing in the Future

I. Resource Sharing- OPAL seeks to identify internal and external resources that can be shared across the consortium to benefit individual member libraries.
   a. Goal 1: Fully utilize all resources available within the OPAL consortium.
      i. Objective 1- OPAL will compile an index of member library resources and make those available to all OPAL library directors.
      ii. Objective 2- OPAL will identify internal and external services that can be shared consortially and investigate the creation of a timebank for sharing technical, reference, and other services.
iii. Objective 3- OPAL will maintain, and house on the OPAL website, a list of ‘experts’ within OPAL and utilize these resources for training purposes on a regular basis.

iv. Objective 4- OPAL will create a consortial collection development and collection management plan based on the scholarly needs of faculty, graduate, and undergraduate students.

v. Objective 5- OPAL will partner with OhioNET to create a 12-month training schedule that implements sessions across the OPAL constituency.

b. Goal 2: Explore innovative technologies
   i. Objective 1- OPAL will investigate ways to improve our ILS systems.
   ii. Objective 2- OPAL will explore specific technologies such as: data curation, digital preservation platforms and support, cloud-based options, tutorials for use by the consortium, customized enhancements for discovery, mobile resources, PDA for e-books and other materials.
   iii. Objective 3 – OPAL will explore alternative methods of delivering physical and digital materials to OPAL patrons.

II. **Collaboration** – OPAL seeks to foster a dynamic collaborative atmosphere among its libraries, library staff, faculty, staff, and students through enhancing existing and generating new partnerships, maintaining an active relationship with OhioNET, and expanding OPAL to other libraries.
   a. Goal 1: Continually evaluate OPAL’s relationship with OhioLINK
      i. Objective 1- OPAL will meet regularly with OhioLINK leadership to specifically review OPAL questions, content needs, strategic direction, etc.
   b. Goal 2: More fully understand and utilize OPAL’s relationship to OhioNET.
      i. Objective 1- OPAL will include relevant OhioNet staff in the OPAL DC meetings.
ii. Objective 2- OPAL will post, on the OPAL website, a list of OhioNET staff and their areas of responsibility.

c. Goal 3: Identify and evaluate its existing partnerships, assessing the value of each partnership to OPAL.
   i. Objective 1- OPAL will identify its existing partnerships in the areas of technology, service, and content.
   ii. Objective 2- OPAL will evaluate, measure, and report on the value of these partnerships to the OPAL consortium.

d. Goal 4: Expand OPAL through the addition of libraries at other private, independent institutions of higher education in the State of Ohio.
   i. Objective 1- OPAL will work with other regional consortia and associations to develop a comprehensive list of libraries who would fit into an expanded OPAL consortium.
   ii. Objective 2- OPAL will market itself and the “OPAL concept” to other private, academic libraries.

III. Investing in the Future- OPAL will seek to become a leader in the field by improving its organizational structure, identifying and training leaders, and allocating common funds to benefit the consortium.

a. Goal 1: Examine the structure of OPAL as an organization, based on the needs of the OPAL libraries, their staff, their institutions, and their users.
   i. Objective 1- Establish a task force to oversee implementation of the strategic plan.
   ii. Objective 2- Examine and re-structure, as necessary, OPAL committees.
   iii. Objective 3-Examine the role of the Executive Council.
   iv. Objective 4- Examine the purpose and structure of OPAL meetings.
   v. Objective 5- Examine the purpose and structure of the OPAL conference.
   vi. Objective 6- Examine and re-structure, as necessary, the OPAL website
vii. Objective 7- Document processes and procedures and put into place clear guidelines regarding training.

b. Goal 2: Prioritize the use of OPAL funds.
   i. Objective 1 – Ensure that the investment of OPAL funds must be in support the strategic plan initiatives.

c. Goal 3: Sponsor training opportunities in the areas of library leadership and organizational change and strategy.

d. Goal 4: Communicate our organizational goals to the larger Ohio academic communities.