

STEWART LIBRARY MARKETING PLAN April 2003

Prepared by Library Marketing Task Force
Sandi Andrews, Briana Beckstrand, Carol Hansen, Joan Hubbard,
Sarah Langsdon (co-chair), Shaun Spiegel, Fran Zedney (co-chair)
and John Hoffman, Goddard School of Business & Economics, WSU

I. OVERVIEW

- a) Stewart Library Mission Statement
- b) Vision Statement
- c) Marketing Plan Goal
- d) Executive Summary

II. SITUATION ANALYSIS

- a) Market Trends
- b) Targeted Market Segments
- c) Current Marketing Efforts
- d) Opportunities and Challenges

III. MARKETING STRATEGY

- a) Goal
- b) Objectives
- c) Recommendations
- d) Implementation and Assessment

I. OVERVIEW

a) Mission Statement

The mission of the Stewart Library is to:

Advance the instructional, scholarship, and community service mission of Weber State University through the development of on-site collections, access to off-site resources, personalized assistance in the use of library and information resources, and instruction on research strategies and tools.

Assess the services we provide and the relevancy and use of the collections, and to use assessment outcomes to continually improve our resources and services.

b) Marketing Vision Statement

We are recognized as a dynamic, vital part of the WSU community, both on campus and online.

We provide high quality, relevant resources in a variety of formats, taking advantage of new technological developments.

Our customers receive excellent service at all points of service, in person and online.

c) Marketing Plan Goal

The goal of the Stewart Library Marketing Plan is to increase the Weber State University community's awareness of and use of library resources and services.

d) Executive Summary

A Library Marketing Task Force was appointed by the University Librarian in December 2002 to draft a plan for effectively marketing and promoting the Stewart Library's resources and services to the university community and other targeted audiences.

Activities and accomplishments of the task force included the following:

- **Identified market trends and prioritized our target markets**

Trends include an increasing use of the Internet, decreasing use of reference services, and funding decreases for libraries. **Target markets** include university faculty, students, donors and community members. Since library use is largely dependent on faculty assignments, WSU faculty are our primary target.

- **Reviewed comments from past user satisfaction surveys**

Past user surveys indicate a high level of satisfaction with library resources and services. Biennial in-house user surveys have shown a satisfaction rate with services in general to be 98 % in 2000 and 95% in 2002.

- **Identified the library's current marketing and promotion efforts**

The library currently uses a variety of marketing and promotional efforts to publicize its resources and services. Those activities are outlined on page 6 of this plan.

- **Made recommendations for strategies to maximize our efforts and make the best use of our limited resources.**

These **recommendations** include the following:

Hire two additional library faculty to serve as liaisons with the College of Arts and Humanities and the College of Science (Life Sciences) and the Dumke College of Health Professions.

Establish a Marketing Team to oversee implementation of this marketing plan and coordination of our marketing efforts.

Establish a customer service training program for employees at all levels

Continue to assess user satisfaction using biennial user surveys of both students and faculty, participation in campus-wide Noel-Levitz Student Satisfaction Surveys, and web usability surveys. Expand survey coverage to non-users.

The full list of recommendations made by the task force appears on pages 10-11.

II. SITUATION ANALYSIS

a) Market Trends

The **traditional concept of a library** is being redefined from a place to access printed resources to one which also houses a variety of electronic formats and provides remote access to those resources. For some library users, the library as a physical destination is giving way to the library as a virtual destination with many libraries reporting declining gate counts as a result. To counteract that trend, libraries are attracting people to the physical location by adapting some of the marketing techniques of bookstores with the goal of making the building an inviting gathering place which fosters a sense of community.

Internet usage is increasing along with a growing demand for information “here and now,” at the point of need, 24/7, fast, etc. As people use the Internet more and more to find information, a disassociation between libraries and information is developing. Google, for example, gets 150 million searches daily (“The World According to Google”, *Newsweek*, Dec. 16, 2002). With so many people, including students, finding information on the web, they have a tendency to think “Who needs libraries? Everything I need is on the ‘Net.’” As a result, libraries are looking at ways to demonstrate their “value-added” services (such as personalized instruction, reference assistance, interlibrary loan, and customer service) to their communities through marketing. The American Library Association’s new marketing campaign for academic libraries focuses on this issue.

As people use the Internet more and more to find information, libraries are placing an increasing focus on **information literacy** to enable library users to more effectively find, use, and evaluate information. Weber State University's information literacy requirement has generated an increase in the number of students taking the library's online Internet Navigator course from 523 in 2000/01 to 1173 in 2001/02 and the number continues to grow.

Traditional reference service is changing as more people are going online for information and fewer are coming to the library's reference desk to ask for assistance. Stewart Library experienced a 21% decrease in the number of in-person reference requests between 2000/01 and 2001/02. Use of Stewart Library's homepage, however, increased 15% from 2000/01 to 2001/02. We expect to see a continuing increase in the use of the library's homepage since off-campus access to the library's many electronic sources is now easier than in the past. The need to provide online access to reference services using email, chat, and emerging technologies such as video telephones will continue to increase as libraries strive to reach customers at their point of need.

Increasing enrollment in online classes demands more awareness of **distance education** issues including the use of technology to bring library resources and services to off-campus students. Weber State's number of online courses has been increasing about 15% per term, both in number of classes offered and number of students enrolling. (According to Susan Smith, WSU Online, April 2, 2003)

Libraries are facing **funding** decreases, especially at the state level. Funding cuts for Stewart Library have averaged 2 percent annually for the past three years. Enrollment at Weber State University has been rising steadily for several years resulting in the need to provide more services with less funding. To help offset the loss of public funding, more public and academic libraries are creating "development officer" positions to increase private donations.

Staffing is a concern for the future. The overall aging of librarians currently in the profession coupled with the profession's generally low salaries means increasing staff turnover, less available expertise as staff retire, and increasing difficulty in hiring qualified librarians.

b) Target Markets

Our primary target markets are listed below in order of importance to the marketing plan.

WSU Faculty and Staff This group consists of about 450 full-time tenured, adjunct, contract, and emeriti faculty along with over 700 staff members. Since most students leave the university in slightly less than six years, faculty are our most constant and direct links to the students through library assignments, orientation sessions and research. The student to faculty ratio in 2002 was 23 to 1, allowing for the close associations between students and faculty emphasized in the University's mission statement. The low turnover rate for WSU faculty and staff allows the library to build connections over time. Liaison efforts with university faculty are the most effective way to encourage both faculty and student use of our resources and services.

Students About seventy percent of Weber State students commute from Weber and Davis counties and ninety percent are employed in addition to attending classes. Student types include traditional students (under age 25), non-traditional (over age 25), distance, online, international, and concurrent enrollment (high school students).

- Many traditional students are technology savvy and prefer to use electronic resources over print resources and expect those resources to be freely available to them.
- Non-traditional students tend to need more instruction on using the electronic resources. They are more likely to view the library both as an institution and a source of information.
- Distance and online students access the library primarily through the Internet. They may never use the library in person.

Donors Our current donor base includes faculty and staff, community, foundations, and Friends of the Stewart Library. This market will be reached through the efforts of the University Librarian, the Curator of Special Collections, and the WSU Development Office.

Community members Stewart Library is open to anyone in the community and members of the public are invited to attend many of the events the library sponsors. In addition, community members are welcome to purchase library cards. Community members account for less than five percent of our total circulation.

c) Current Marketing Activities

Current Marketing Activity	Cost
Advertisements and articles in the Signpost, Junction News, Standard-Examiner, etc.	Are expensive; yearly expenditure has exceeded \$2500 in the past. Effectiveness needs to be assessed.
Various flyers announcing events sponsored by the Library and the Friends of the Library	Take staff time to develop, cost includes copying and mailing. Effectiveness needs to be assessed.
Electronic bulletin board messages to the university community	Minimal effort, no cost, but aren't read by all campus members
Colophon, twice-yearly newsletter of the Friends of the Stewart Library	Time consuming and expensive to produce and mail. Mailing and printing costs alone exceed \$300 per issue.
Library and university events held in the library	Can be labor intensive and expensive; some programs are poorly attended.
Electronic classrooms and meeting rooms available to the campus community	Equipment maintenance and upgrades represent a major expense; time and cost of scheduling is minimal.
Library awareness through the homepage	Maintenance of the web site is labor intensive; major changes require consensus by group
Library faculty liaison outreach to schools and colleges on campus	Requires time on part of our faculty. Lack of an Arts and Humanities Librarian and a Science/Allied Health Librarian greatly reduces our opportunity for reaching those departments.
Library presence at University orientation sessions for new and prospective students	Staff time, minimal cost for supplies. Opportunities exist for additional outreach including Early College orientations
Faculty and staff participation in professional organizations, campus committees, etc.	Impacts staff time, registration can be costly
Networking with other area libraries helps to promote Stewart Library's resources and services within the area	Cost is dependent on activity

Representative examples of our current marketing efforts from each service area include:

Access Services

- Interlibrary loans
- Document delivery
- EReserve
- Online and on-site suggestion boxes for customer comments
- Emphasis on friendly and knowledgeable customer service

Archives and Special Collections

- Reference and research assistance for the campus and local community
- Numerous events held in Special Collections open to both the campus and local community
- Disseminating news on collections to appropriate professional organizations
- Advising and consulting within the archival community
- Contact with collectors for possible donations

Bibliographic Services

- Prompt and efficient handling of acquisition requests
- Rapid cataloging of new resources
- Liaison with vendors, the campus purchasing department, faculty, and staff

Collection Management & Faculty Liaison

- Consultation/collaboration with faculty in developing and managing collections
- Subject specific instruction and research guides
- Attendance at college and departmental retreats, meetings, etc.
- Disseminating information on library resources and services to colleges and departments

Instructional Services

- Nationally recognized Information Literacy program (ACRL Best Practices Invitational Conference, June 2002)
- Library orientation sessions for English 2010 and FYE classes
- Research and general guides
- Community tours
- Community workshops and instructional sessions

Reference & Information Services

- Reference assistance, on site and online
- Reference resources, print and online
- Research and other guides
- Advising and consulting with area libraries
- Bulletin boards and displays
- Participation in student orientation
- Promotional items (flyers, magnets, etc.)

Systems

Technology assistance to the university community

Selecting, installing, upgrading and maintaining library technology to ensure it meets the needs of the university community

Development, implementation, and maintenance of the library's web site

d) Opportunities and Challenges

Opportunities include:

- A wide variety of current marketing, outreach, and promotional efforts gives us a good foundation on which to build. These are listed on page 6.
- Positive perception of the library, its resources and services among current users based on user satisfaction surveys and other assessment outcomes.
- The recent redesign of our library homepage was based in part on usability studies and evaluation of the page as a marketing tool. Ongoing assessment and refinement of the page provides impetus for stressing the importance of the homepage as a marketing tool.
- The upcoming opening (Fall 2003) of the Davis Campus with its Library and Information Commons will generate excitement and interest in library services and resources on which we can build.
- The reorganization of CATS and the Student Computing Lab's move to the remodeled Lampros Hall (former Collett Art building) in Fall 2004 give us opportunities to provide an additional electronic classroom and to rearrange and refigure some of our service areas.
- As new technologies develop we have opportunities to provide our services and resources in new ways. Wireless technology offers us the opportunity to expand the point of delivery. Improvements in videophones and virtual reference (chat) software will impact reference service.
- Stewart Library staff, faculty, and administration are dedicated to improving our resources and services. Library faculty and staff are encouraged to participate in training and development opportunities which increase their knowledge and skills. In the past year 98% of our faculty and staff took advantage of continuing education offerings. Our library's most important resource is its employees. Since each department has some customer service elements (see pages 6-7), our employees have the opportunity to significantly influence the University community's perception of library services and resources.

Challenges include:

- Too few subject librarians to serve as liaisons between the library and each of the colleges and schools on campus.
- Opening of the Davis Campus in Fall 2003 will require additional staffing.
- Uncertain and inconsistent funding in the future requires that we make the most effective use of staff time and limited funds.
- Rapid changes in technology impact funding, the services we provide, and how those services are provided.
- Outreach efforts and excellent customer service are essential to make people aware of the value-added services which the Stewart Library provides. Some of these services include personalized instruction, reference assistance, interlibrary loan, and faculty liaison activities.
- Stewart Library does not currently have a strong “image” linked to a visual logo. Creating and consistently using a logo and tagline will help us create a connection between Stewart Library and the message we want to convey in the minds of our “customers.”
- No current staff position is devoted to fund raising. Creating a “Development Officer” position would help us focus and expand our fund raising efforts.
- Currently data from library non-users, both students and faculty, is limited. Additional data is necessary to assess whether future marketing efforts lead to an increase in library awareness and use among the university community.

III. MARKETING STRATEGY

a) Goal

To increase the University community's awareness of and use of library resources and services.

b) Objectives

- Develop a strategic marketing plan, along with a planning calendar, for effective resource allocation and decision-making.
- Achieve more thorough library/campus integration by increasing partnerships between subject librarians and campus faculty.
- Increase on-site support for campus faculty by locating subject librarians part-time in the various colleges.
- Make the library a more comfortable, inviting atmosphere, thus increasing use of the physical building and our resources.
- Develop a stronger, more consistent "brand identification" through use of a logo, tagline, etc.
- Identify and understand our users' needs.

c) Recommendations in Priority Order

(Timetable for implementation follows in section d)

- Focus our marketing efforts on WSU faculty and students. Because assignments made by faculty are the primary reason most students use the library, focusing greater efforts on marketing our resources and services to faculty should result in increased use by students. The best way to reach faculty are through the liaison efforts of our subject librarians.
- Hire two additional subject librarians. In order to reach each of the schools and colleges on campus, the Library should hire a Life Sciences/Allied Health Sciences Librarian and an Arts and Humanities Librarian.
- Implement a customer service training program to help library employees understand the critical role he/she plays in providing quality service. Each library department will be encouraged to develop marketing ideas for their area in an effort to get staff buy-in.

- Restructure the Public Relations Coordinator position to emphasize fund raising and grant writing activities.
- Reevaluate the composition and purpose of the Board of Friends of Stewart Library, emphasizing the board's role in fund raising and promoting the library.
- Establish a Marketing Team to oversee implementation of this marketing plan and coordination of our marketing efforts. Goals will include developing a promotional plan and calendar for marketing activities.
- Establish an annual marketing budget
- Enhance Stewart Library's image by creating a logo and "tagline."
- Implement ideas for making the library a more inviting atmosphere, such as including lockers and vending machines.
- Systematically assess the effectiveness of our marketing efforts. A timeline for implementation with assessment measures follows in part III d.

d) Implementation and Assessment

See chart on following pages.

IMPLEMENTING & ASSESSING MARKETING OBJECTIVES
Stewart Library
2003

Objective	Timetable	Expected Outcomes	Performance Measures	Responsibility	Status
Adoption of Library Marketing Plan	Present at Library Council April 2003	-Recommendations made in plan will be implemented -Faculty and staff will recognize importance of marketing the library	Plan is adopted by Library Council	-Library Council -Marketing Task Force	Plan adopted April 2003
Focus marketing efforts on faculty	-Ongoing -Begin expanded efforts immediately	- WSU faculty will be more aware of library -WSU Faculty will encourage their students to use library resources -Increased number of subject specific orientation sessions will be scheduled	-Number of subject orientation sessions per term will increase by 10% -Liaison efforts by Library Faculty will increase as measured on FARs -Onsite inclusion of library liaisons in campus colleges and schools (office hours in each dept. for example) will increase in 2003/04	-University Librarian -Library faculty	Ready to implement

Objective	Timetable	Expected Outcomes	Performance Measures	Responsibility	Status
Hire two additional subject librarians	-2003 Hire Science/Allied Health Librarian -2004 Hire Arts and Humanities Librarian	-More outreach opportunities to faculty in Arts & Humanities and Allied Health -Improved collection mgmt in the above areas -Increased number of subject specific sessions	-Hiring of new faculty by target date -Subject specific sessions for these areas will increase 10%	-University Librarian	National search initiated for first position; currently seeking funding for second position
Implement customer service training program	-Fall 2003 Include customer training segment in yearly Fall orientation for new library student employees -Summer 2003 Initiate training program for students in library computer lab and continue each term -Fall 2003 Offer faculty/staff training session on customer service	-All staff will be aware of how our customers are impacted by the service they receive -Future surveys will continue to reflect high satisfaction level with customer service	-Development of staff training program and ongoing awareness activities -Incorporate time line for conducting periodic surveys into the marketing calendar	-Supervisors -Marketing Team	

Objective	Timetable	Expected Outcomes	Performance Measures	Responsibility	Status
Restructure current position or create new position to focus on fund raising	2003/2004	Increased donations over time (note: studies show efforts may take 3-5 years to produce results)	Level of donations will increase (goal to be determined later)	-University Librarian	
Review role of Board of Friends of Stewart Library	2003/04	-Friends Board will be more proactive with fund raising -Friends Board will be more accountable for sponsorship of Friends' events	-Donations by Friends will increase (goal to be determined later) -Events sponsored by Friends will have higher attendance levels (goal to be determined later)	-University Librarian -Board of Friends of Stewart Library	
Establish Marketing Team	2003/04	-Coordinated marketing efforts library-wide -Will continue momentum created by Marketing Task Force -Increased staff involvement in marketing efforts	-Creation of team and designation of guidelines for the team including length of time team members will serve -Coordinated plan and calendar for marketing/promotion	-University Librarian -Supervisors	

Objective	Timetable	Expected Outcomes	Performance Measures	Responsibility	Status
------------------	------------------	--------------------------	-----------------------------	-----------------------	---------------

Establish annual marketing budget	FY 2003/04	-Better able to plan sponsorship of events -Designated funds for purchase of display materials, etc.	Marketing will be included in budget FYE 2004/05 or earlier	-University Librarian -Marketing Team	
Create an image for the library	2003/04	-Increased awareness of the library -Library recognition associated with logo in the minds of our users	-Creation of logo and tagline by end of FYE 2003/04 -Staff acceptance of logo and tagline by Fall 2004 -Consistent use of logo and tagline on web pages, handouts, etc.	-University Librarian -Marketing Team -Staff	Logo and tagline adopted Spring 2003

Objective	Timetable	Expected Outcomes	Performance Measures	Responsibility	Status
Make library more inviting	Ongoing	<ul style="list-style-type: none"> -Customer satisfaction will remain high as reflected on user surveys -Stewart Library's commitment to improving services will be evident to WSU community -Use of library as a physical place will increase 	<ul style="list-style-type: none"> -Implement user suggestions as applicable -Consider adding amenities to the library such as lockers, vending machines, etc. as applicable -Gate count or head count during future survey periods will reflect increase 	<ul style="list-style-type: none"> -University Librarian -Marketing Team 	
Systematically assess marketing events	Ongoing	<ul style="list-style-type: none"> -Higher visibility on campus for Stewart Library and its resources and services -More effective marketing efforts -Marketing will be seen as being of continuing importance by staff and library faculty 	<ul style="list-style-type: none"> -Annual written report by Marketing Team -Inclusion of marketing efforts in annual report, staff evaluations, etc. 	<ul style="list-style-type: none"> -University Librarian -Library faculty -Marketing team 	<ul style="list-style-type: none"> -Currently ongoing as part of FAR, library annual report, staff evaluations, etc.