

LIBRARY & LEARNING RESOURCES SWOT ANALYSIS

Following is an analysis of the library's strengths, weaknesses, opportunities and threats it faces in the current environment. Some identified items have a direct relationship to communications; others apply in a more general way.

| SWOT Category | EXTERNAL COMMUNICATION | INTERNAL COMMUNICATION |
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| Strengths | <ul style="list-style-type: none"> • student surveys always rank library high in importance to education • library well regarded in district by all constituent groups • well developed and useful website • Friends of the Library group • librarian-liaison structure with teaching faculty • relationship and committee to outreach to SFPL • acquisition of books discarded by SFPL • cross-training of staff at campus libraries • knowledgeable friendly staff and faculty • strong print and online resources • faculty and staff participation in college-wide groups/shared governance • flex day presentations • library workshops and orientations • reserve book collections • library homepage prominent location on college homepage • innovative library webpage • IM, e-ref and phone ref • exhibitions program • students & faculty we help | <ul style="list-style-type: none"> • adequate-size experienced and knowledgeable staff with variety of excellent skills and abilities • clear student-centered service mission • satisfactory to good physical facilities • formal committee structure producing useful outcomes/products • regular meeting structure for all library staff • usually good teamwork by staff • new employee training checklist and process • routine tasks accomplished efficiently • electronic distribution lists • established tasks and defined duties |

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| <p>Weaknesses</p> | <ul style="list-style-type: none"> • libraries not always regarded as one whole entity (including by staff) • inconsistent and similar library liaison outreach efforts • lack of 'library' brand awareness among all campus locations • insufficient resources, especially materials budget, and currently to staff longer service hours • college administration lumps electronic databases and materials budgets under one line item • marketing/publicity about Library across district inconsistent and irregular • little to no communication about library to students • library not well represented on DCC • tenure review process not adequate for library faculty • poor external communication • policies not posted prominently • polices enforced too strongly • some policies not enforced • outdated and damaged materials • students & faculty we don't/can't reach or help | <ul style="list-style-type: none"> • staff computers outdated and very slow • wiki under-utilized • Lack of understanding what other units and committees are doing • organizational structure slows down/confuses communication flow and sometimes morale • reporting structure is confusing and inconsistent • morale suffers due to inequitable workload • lack of clear vision inhibits staff from full engagement • institutional memory lessened with retirement of senior staff • new ideas/innovation may suffer if can't hire/replace staff who retire • not enough socializing or informal opportunities • reporting structure in some units not always clear • lack of written and up-to-date policies and procedures • inconsistent application of policies and procedures • lack of accountability in job performance • lack of in-house training/professional development sessions • positions and duties reassigned without discussion • unnecessary and overuse of job reassignment creates less dedicated and less committed staff • undefined tasks • no safe forum for complaints and suggestions • job burnout is evident in mediocrity; hard work is rewarded with extra work |
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| Opportunities | <ul style="list-style-type: none"> • Diego Rivera and possibly Archives could provide revenue for library when staff provides mail/telephone ref. service to external requests • strengthen info. competency and library integration into more majors as a second tier to the IC requirement in Eng 1A • publicize library services/resources in <i>Guardzman</i> and dept. online newsletters, <i>City Currents</i> • representation in shared governance, DCC & Deans meetings • decide if Library wants a presence on Facebook and other social media to reach CCSF students • be more proactive in directly contributing to student access/success by offering help with staffing certain functions to Financial Aid and Counseling • increase visibility of library in online and honors courses • consider providing a research/current awareness services for top administrators • explore consortium membership with SFPL to decrease online database costs and increase access • more cross-training of staff for different tasks within job classification | <ul style="list-style-type: none"> • use budget crisis to review materials allocation/formula system • brainstorm other ways to create revenue, such as annual book sales, coffee pushcart on 1st floor, etc. • use budget crisis to review ways to make our website even more useful, such as interactive Subject Guides • new staff members with fresh ideas • use staff meetings to improve morale and communication • increase usage of Staff Pages wiki |
| Threats | <ul style="list-style-type: none"> • district perception that staffing and service hours can be reduced due to more online resources • librarians and dean/dept. chair retirements in next 2 to 3 years—positions may not be replaced and/or non-librarian dean may be assigned • decrease in funding for college libraries • changing demographics of SF/Bay Area might reduce student enrollment | <ul style="list-style-type: none"> • continued low morale • reluctance to innovate (change is normally seen as negative) • attrition • staff and hour cuts due to budget constraints • technology (specifically III and staff computers) could become obsolete quickly due to budget constraints |