

GELMAN NEWS

STRATEGIC PLANNING GROUP PREPARES FOR ITS ANNUAL RETREAT

by **Alicia Miller**
Administration

On January 9 and 10, members of the Strategic Planning Group (SPG) will gather for their annual "retreat" where they will analyze and evaluate the progress Gelman Library System has made toward implementing the strategies outlined in the 2000-2003 Strategic Plan. The most important outcome of the work SPG does at this retreat will be a draft of the organizational goals for 2002-2005.

How We Do Strategic Planning

The major responsibility of the Strategic Planning Group is to formulate Gelman Library System goals and objectives for a three-year period, with a review of these goals at the end of each year. Membership consists of the key decision-makers and stakeholders within the organization: the University Librarian, the Associate and Assistant University Librarians, the Manager of Organization Development, Strategic Planning and Systems Training, the Director of the Virginia Campus Library, the Mount Vernon College Librarian, department heads, group and team leaders, and the student liaison. Please see **Attachment A** for a complete list of SPG members.

All year long, members of SPG monitor the GLS external environment and collect information about trends and conditions that may impact the way we deliver services to our patrons. We specifically concentrate on six scan areas -- Academic Libraries, GW/Campus Culture/WRLC, Higher Education, Human Resources, Information Producers, and Technology/Networking – and meet at least once each year with the Staff Management Group (SMG) to sort, discuss, and prioritize this information.

How Staff Participates

Every member of SMG and SPG receives a copy of the trends identified during each environmental scan — in priority order. The most recent scan meeting was held in July of this year. Since then, some managers and supervisors were able to discuss, at staff meetings, how this information might impact their operations. Other staff members were able to participate in meetings conducted by scan area "owners" who answered questions about the prioritized trends and captured feedback on the process.

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In past years, the strategic planning facilitators (Andrea Stewart and Alicia Miller) have visited each department to share information and solicit input from staff. We have also discussed implementation of the plan at Open Forums where staff members ask questions, offer suggestions, and give their opinions of the contents of the Plan. Ideas for other ways to expand staff participation are always welcomed.

Laying the Groundwork

It is the work of the scan area owners and the feedback we receive from staff that SPG uses to identify those factors that threaten or provide opportunities for The Gelman Library System's ability to realize its mission, vision, and workplace values (please see **Attachment B**). The most critical factors will be the basis on which current organizational goals are updated.

Immediately following this year's retreat, SPG will invite staff to join "goal groups" to refine the new strategies, assign "implementers" to the updated objectives, and develop timelines for implementation. By mid February, each goal group will have identified and projected the resources required to implement the Plan. They will have also submitted a budget to the Administrative Group to fund it.

Implementation

By April, the Administrative Group will have completed its assessment of the library system's organizational strengths and weaknesses and examined SPG's funding requests. Goal Groups will meet again to adjust objectives and implementation plans to accommodate the budget allocations received from Administration. Implementers will prepare and schedule expenditures.

By the end of the fiscal year, the implementation of current strategies will be well under way and the new three-year Plan published and distributed to GLS staff and the GW Community. Feedback is obtained from faculty, students, and staff during

events such as Library Update, open forums, and meetings with the GLS Student Advisory Board, Faculty Senate and other campus organizations.

Completing the Cycle

Scan area owners include feedback obtained from the GW community in their preparation for the next environmental scan meeting, where SPG and SMG will once again sort, discuss, and prioritize trends and conditions that may impact GLS operations and services and the strategic planning cycle begins anew.

About the Process

If you have any questions about the library's strategic planning schedule (see **Attachment C**), please contact the Manager of Organization Development and Strategic Planning (Alicia Miller) or the AUL for Administration, Personnel & Development (Andrea Stewart). As co-strategic planning managers, we facilitate all SPG meetings and processes, develop the tools required to gather, analyze and prioritize information, and try to ensure that all steps necessary to update and implement the GLS Strategic Plan are executed successfully and on time.

Strategic Planning Group Welcomes Eight New Members, Scan Area Ownership Change

by **Alicia Miller**
Administration

The Strategic Planning Group has welcomed eight new members to its ranks since the beginning of FY'02. The new SPG members include **G. David Anderson** and **La Nina Clayton**, Co-Team Leaders of the Special Collections Management Team; **Crystal Belk**, Financial Operations Manager; **Corrie Bouma**, Gelman Library Student Liaison; **Sandra Carpenter**, Senior Personnel Specialist; **Jack Feldman**, Director of Development; **Bill Mayer**, Assistant University

Librarian for Information Technology; and **Emma Mosby**, Manager of Administrative Services.

Each of these new Strategic Planning Group members is a key decision-maker within the Gelman Library System and their experience and expertise will be a significant contribution to the mission of SPG: *to formulate goals and objectives for delivering quality services to GW faculty, students, and staff.*

In order to formulate GLS goals and objectives, Strategic Planning Group members must continuously monitor the library's environment to collect information about trends and conditions that may impact the way we deliver services to our patrons. "Scan Area Owners" lead this process and ensure that all staff members have the opportunity to participate. I am pleased to announce that the following members have joined **Marifran Bustion** and **Liz Harter** in taking on this very important responsibility.

- ✓ **Douglas Carroll**, Director of the Virginia Campus Library, has agreed to take on the responsibility of Environmental Scan Area Owner for *Higher Education*, a position recently vacated by Francine Henderson when she assumed the role of Curator for the Africana Research Center. Doug's active participation in the Gelman Library System's strategic planning process over the past few years and his current work toward a Ph.D. in Higher Education Administration make him a "natural" for this new responsibility.
- ✓ Since his arrival in October, Assistant University Librarian for Information Technology **Bill Mayer** has worked closely with Debbie Bezanson and Blaine D'Amico, the current Environmental Scan Area owners for *Networking and Technology*; He will assume this role following the January 9-10 Strategic Planning Group Retreat (please see related article elsewhere in this issue of *RT*). Bill's previous work with the Washington

Research Library Consortium will add a new and welcomed dimension to this scan area.

- ✓ **Emma Mosby**, Manager of Administrative Services and the newest member of SPG, will be responsible for the *Human Resources* scan area, beginning in January 2002. Emma's work with GW's Staffing and Compensation staff has given her extensive knowledge of the University's HR policies and procedures, including the intricate processes of professional librarian searches. As a member of the Society for Human Resources Management, Emma currently monitors HR Trends for the GLS Human Resources Management Team and will now share that information with the rest of the organization.
- ✓ **Andrea Stewart**, Assistant University Librarian for Administration, Development and Personnel, has assumed responsibility for *GW/Campus Culture/WRLC*, an area once managed by Jack Siggins who will continue to contribute. With her expanding roles throughout the University and her work with the Columbian School of Arts and Sciences, Faculty Senate, GLS Student Advisory Board, and other campus organizations, Andrea will be able to monitor this area during her day-to-day interactions with members of the GW Community.

As they lead the environmental scanning process for their specific areas, Doug, Bill, Emma, and Andrea will:

- a. Organize and distribute the information they collect to the rest of SPG and the Staff Management Group (SMG),
- b. Ensure that this information is presented, discussed and prioritized during the annual GLS Environmental Scan meeting,

- c. Lead discussions throughout the organization to explain why these trends and conditions may be relevant to GLS operations and services,
- d. Capture and share staff feedback on these discussions, and
- e. Identify and articulate the threats and opportunities these trends and conditions may present to current GLS goals and objectives.

The work of all SPG scan area owners serves as the basis for updating and/or defining new strategic planning goals for the Gelman Library System. For more information about GLS environmental scanning areas or to find out how you can participate, please contact one of the following scan area owners:

- Marifran Bustion* for Information Producers
- Doug Carroll* for Higher Education
- Liz Harter* for Academic Libraries
- Bill Mayer* for Info Technology & Networking
- Emma Mosby* for Human Resources
- Andrea Stewart* for GW/Campus Culture/WRLC

Debbie Bezanson Becomes Collection Development Librarian for the Biological Sciences

by **Liz Harter**
Reference

We are pleased to welcome Debbie Bezanson to a new area of responsibility in the Collection Development Group. She continues her work as Electronic Resources Coordinator and adds the role of librarian for the biological sciences. Debbie assumes responsibilities formerly covered by Marty Courtois that include the departments of Biochemistry, Biological Sciences, Genetics,

Pharmacology, and Speech and Hearing Science. Please refer any questions related to these subjects to Debbie.

For a full list of the Collection Development librarians and the departments and programs for which they are responsible, go to the Gelman Library home page, click on "Site Index," and then click on "Collection Development Librarians."

GELMAN HUMAN RESOURCES UPDATE

Vacancy Listing

Please see **Attachment D** for the Gelman Library System's Vacancy Listing.

KUDOS!

Lee Jacobs Wins at the Yale Mock Trial Tournament

by **Teena Bedola**
Administration

Lee Jacobs, of Gelman LIT won 3rd best attorney and 1st place as the best witness at Yale's Mock Trial Tournament. The tournament was held in New Haven, Connecticut on November 10, 2001.

"In mock trial competitions, each school receives a copy of the same case, exhibits, and law. From those materials, each team prepares and presents both the prosecution and defense side of the case twice in competition. Three lawyers and three witnesses present each side of the case."

For more information please see **Attachment E**. Congratulations Lee!!!

CAMPUS NEWS

News from The George Washington University at Loudon-Dulles (Formerly known as: The Virginia Campus)

by **Teena Bedola**
Administration

Douglas Carroll’s news from The George Washington University at Loudon-Dulles (Formerly known as: The Virginia Campus) is attached as **Attachment F**.



SIMPLE TIPS

How to thrive in The Gelman Library System (or any other organization)

by **Jack Siggins**
University Librarian

“Believe that change can happen, even though some people say things never seem to get better.”

LITERARY HISTORY

Dec. 9, 1292	Sa’di , one of the greatest writers of classical Persian literature, dies in Shiraz.
Dec. 9, 1854	<i>The Charge of the Light Brigade</i> by Alfred Lord Tennyson is published in <i>The Examiner</i> six weeks after the Battle of Balaclava.
Dec. 10, 1830	Emily Dickinson is born in Amherst, Massachusetts.
Dec. 10, 1879	Illustrator of Pooh books, Ernest Shepard is born in London.
Dec. 11, 1918	Alexandr Solzhenitsyn is born in the Caucasus Mountains.
Dec. 12, 1889	At the age of 77, Robert Browning dies in Venice on the day <i>Asolando</i> is published in England.
Dec. 13, 1784	At 75, Dr. Samuel Johnson dies in pious resignation at his home off Fleet Street, a prey to asthma, dropsy, and other ailments.
Dec. 14, 1851	Victor Hugo leaves Paris surreptitiously, following Louis Napoleon’s coup d’etat.
Dec. 15, 1815	Jane Austen’s <i>Emma</i> is published before her 40 th birthday.
Dec. 16, 1775	Jane Austen , born in the parsonage of Steventon, Hampshire.
Dec. 17, 1843	<i>A Christmas Carol</i> by Charles Dickens is published.

Dec. 18, 1870	Saki (H.H. Munro) , born in Akyab, Burma.
Dec. 19, 1732	Benjamin Franklin begins to publish <i>Poor Richard's Almanack</i> in Philadelphia.
Dec. 20, 1871	Mark Twain compares himself to George Washington in the Chicago Tribune. "I have a higher and greater standard of principle. Washington could not lie. I can lie but I won't."
Dec. 20, 1968	John Steinbeck dies of a heart attack in New York.
Dec. 21, 1940	At 44, F. Scott Fitzgerald dies of a heart attack in Los Angeles.
Dec. 22, 1940	At 37, Nathanael West and his wife are killed in a car accident in El Centro, California.
Dec. 22, 1934	Wallace Thurman dies in New York.
Dec. 22, 1943	Beatrix Potter , creator of Peter Rabbit, dies in Sawrey, Lancaster.

Something to Talk About



When did American Poetry Begin?

As the self-described poet of democracy, Walt Whitman (1819 – 92) was the first to compose a truly American verse – one that showed no references to European antecedents and that unequivocally articulated the American experience. He is credited with liberating poetry from its narrative and ode forms.

His first published poetry was the collection *Leaves of Grass* (1855). In an effort to gain recognition, Whitman promptly sent a copy to the preeminent man of American letters Ralph Waldo Emerson (1803 – 82), who could count as his acquaintances and friends, the great British poets William Wordsworth and Samuel Taylor Coleridge, the renowned Scottish essayist Thomas Carlyle, as well as prominent American writers Henry David Thoreau and Nathaniel Hawthorne. It was a bold move on Whitman's part, but it paid off: While *Leaves of Grass* had been unfavorably received by American reviewers, Emerson composed a five-page tribute, expressing his enthusiasm for poetry and remarking that Whitman was "at the beginning of a great career." Thoreau, too praised the work. More than a century later, biographer Justin Kaplan acclaimed that in its time *Leaves of Grass* was "the most brilliant and original poetry yet written in the New World, at once the fulfillment of American literary romanticism and the beginnings of American literary modernism."

Whitman's well-known and frequently studied poems include "Song of Myself," "Oh Captain! My Captain", "Song of the Open Road," and "I Sing the Body Electric."

Informing the Future



While she was virtually unknown for her poetry during lifetime, Emily Dickenson (1830 – 86) was writing at about the same time as Whitman, publishing only a handful of poems before her death. Collections of Dickenson’s works were published posthumously and today she, too, is regarded as one of the great American poets. Had more of her poems been brought out in print, perhaps Dickenson would have been recognized as the first truly American poet.

Taken from:
The Handy History Answer Book
Edited by: Rebecca Nelson



Get New Employees Off to a Good Start

Your orientation procedure will help to develop a new person into the kind of worker you want. At your first meeting, spend time explaining the goals of the department and how it interacts with others.

Describe the image you maintain for your department and how you maintain high quality. Explain when the work is expected to peak, what kind of effort it will take to handle that period, and what it means to be really cooperative in your department.

Explain what you expect of the new person, how long you feel it will take him or her to become proficient at the job, and what committees or projects might be offered in the future. Show confidence in the new person and their ability.

Making a person feel special and welcome increases enthusiasm for the job. Make some introductions yourself, and if circumstances require it, assign an established employee to help the new person through the first week or two on the job.

Taken from:
Coffee Break
Publishing of America, Inc.
(Published by Fax)

**“What do we, as a nation, care about books?
How much do you think we spend altogether on
our libraries, public or private, as compared
with what we spend on our horse?”**

- Sesame and Lilies. Lect I, Of King’s Treasuries
John Melville



RENAISSANCE TIMES

Renaissance Times (RT) is the official bi-weekly newsletter of The Melvin Gelman Library at The George Washington University. *R.T.* is proofread by **Valerie Emerson** and **Lana Muck**. *R.T.* is published every other week by **Teena Bedola**. Submissions, comments, and questions should be directed to:

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NEWS FROM SPG

ARTICLE #1

STRATEGIC PLANNING GROUP WELCOMES EIGHT NEW MEMBERS, SCAN AREA OWNERSHIPS CHANGE

By Alicia Miller

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ARTICLE #2

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Implementation

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