

# Embracing Solutions for Our Future

## National Library of Jamaica Strategic Plan 2016-2020



### OUR ORGANIZATIONAL VALUES

We inspire a passion for sharing information on Jamaica. In our work, we embrace pride of purpose, access, learning and discovery, innovation, leading-edge services, collaboration and partnerships.

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# From the Chair of the NLJ

## Fulfilling the Vision

In the summer of 2015, the National Library of Jamaica engaged our key stakeholders in a range of dynamic consultations. These consultations re-affirmed what we know to be the strengths of the National Library: the quality of our collections and our dedicated staff.

From our community, we felt their recognition of—and their appreciation for—the one-of-a-kind purpose of the NLJ as keeper of the nation’s knowledge.

While celebrating our considerable strengths and our unique role in Jamaica, our stakeholders also provided valuable insight into what opportunities the NLJ must seize if this venerable institution is to realize its fullest potential. The current facilities, location and staffing capacities are constraints to our purpose and the needs of our researchers.

On behalf of the members of the Board of Management and the



dedicated staff, I pledge that our energies and efforts will be re-doubled to implement this Strategic Plan.

Indeed by 2020, as the new vision statement promises, the NLJ will be the “preferred source of knowledge on Jamaica’s history, culture and heritage.”

***Carlton E. Davis, OJ, CD, PhD,  
Chairman, Board of Management***

# From the National Librarian

## The Context for NLJ's Strategic Plan

“The un-examined life is not worth living.” So said Socrates, that wise philosopher; and that assertion is also true of organizations. The unexamined organization is not worth its existence, and if left un-examined, the circumstances could be grave.

Strategic planning provides an opportunity for organizations to examine themselves; to reflect on what they must stop doing or start doing, which battles to fight and which battles to ignore, so as to allow for a life that is much more than mere existence.

Through this process, we have been asking ourselves many powerful questions, which led us to this fulsome strategic planning:

Why is the number of face-to-face consultations declining, and how can we address this?

How can we build upon the astronomical rise in the use of our digital resources and the very positive



responses to our Facebook postings of historical photographs and events?

How can we reconcile/balance requirements for physical and virtual spaces to give researchers the optimum research situation while also providing opportunities for group study and collaboration onsite, and afford the virtual spaces essential to our mandate to collect, save, share and provide access to remote and disabled users?

How do we reconcile/dovetail NLJ mandates with parent ministry priorities?

What must we do to effectively get the messages out about our purpose, our value and our accomplishments—and become a household name in Jamaica and the diaspora?

Is it not time to rethink some of our venerable and venerated processes; is it time that NLJ outsources some of its operations; is it time we link up with others?

How do we reconcile the need to preserve with the need to inform and educate a nation about its history, heritage and information resources as our vision statement now reads?

What lessons can we learn from other national libraries?

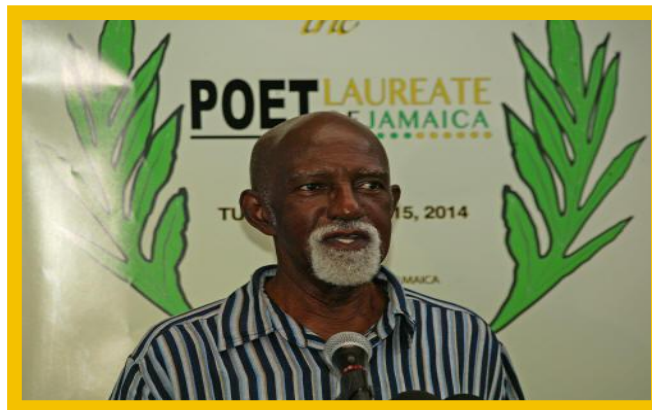
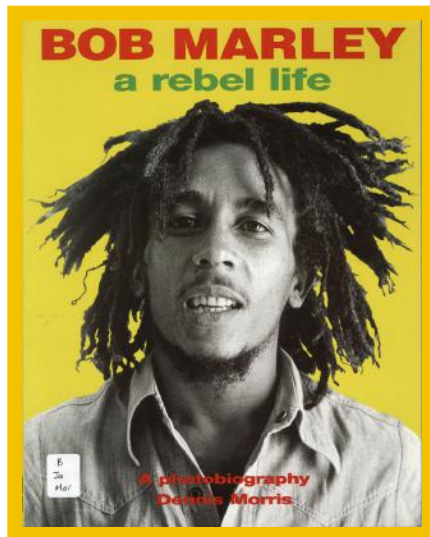
How are we going to fight off the competition for our expert staff and convince staff that they are indeed valued while at the same time have staffing capacity worthy of a national library?

2020 will be the tenth anniversary of the NLJ Act, which made the Library fully autonomous of the Institute of Jamaica, its founding and host institution. This strategic planning exercise is ultimately for the creation of effective imperatives to take NLJ to that milestone and provide a foundation on which to build the NLJ of our future.

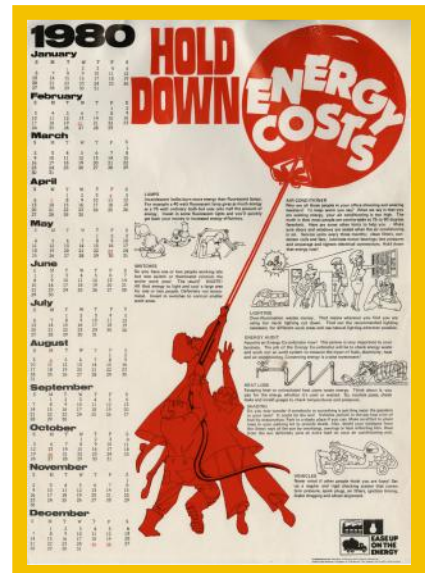
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***Winsome Hudson,  
National Librarian and CEO***

# Who We Are



Images from the NLJ's collections and events



*The National Library of Jamaica is the keeper of the nation's knowledge.*

The National Library of Jamaica (NLJ) has the only collection of its kind about Jamaica, its history and culture. It is unique in its role in the formal and informal education of the country and is the only library on the island positioned to serve an audience wider than its residents and its diaspora in the global information network.

The NLJ’s rich collections tell Jamaica’s story, from its early peoples, through colonialism to the modern day. Users come to our holdings from many different access points, including through our website and social media. Available in a variety of formats, our collections include thousands of pages of original manuscripts, periodicals, rare books, photographs and audio-visual materials.

These unique and valuable items support scholarly research by offering information that is not available anywhere else.

While growing its collection of books, manuscripts and photographs, the NLJ has modernized its management of access to these collections and a broad range of other sources of content on Jamaica by introducing WorldCat Local, a well-resourced collection management system. WorldCat was developed by the Online Computer Library Center (OCLC), a global cooperative providing access to 1.9 billion resources in over forty countries. Adoption of this world-class service will ensure access to the latest developments in technology, cataloguing and sources for information, which will serve our users and staff in a variety of ways.

**“More persons need to know that the NLJ is the go-to for our national records... They need to know what is there.”**

*NLJ User Comment*

The NLJ is a leading voice in the cultural conversation of Jamaica. Our lecture series and programmes call public attention to significant points in our country’s history and celebrate the literary achievements of Jamaican authors. For example, last year we launched a new programme of national significance when we named Professor Mervyn Morris, OM, as the first Poet Laureate of Jamaica since independence. Poetry Archive has called him “one of the most resourceful and technically brilliant of Caribbean poets.” Now in its second year of a three-year appointment, the Poet Laureate programme has generated considerable media attention and Professor

Morris is serving the esteemed function of promoting and developing Jamaican poetry at home and overseas.

At the National Library of Jamaica, we are proud of the role we play in our country's development and in the education of its citizens. As we roll out this Strategic Plan over the next four years, we look forward to welcoming increasing numbers of users into the Library—physically and virtually. This is the place where you can explore, discover and connect with Jamaica's history and culture through an ever-growing collection of resources and information. Today and tomorrow, the NLJ is your library.



## Our Vision

In 2020, the National Library of Jamaica is the preferred source of knowledge on Jamaica's history, culture and heritage.

## Our Mission

Our mission is to support national development through collecting, cataloguing, preserving and providing information about Jamaica's history and cultural heritage and to promote a thriving network of libraries and services.

## Our Organizational Values

We inspire a passion for sharing information on Jamaica. In our work, we embrace pride of purpose, access, learning and discovery, innovation, leading-edge services, collaboration and partnerships.

### Pride of Purpose

In our mission and purpose, we are unique and unparalleled. We are proud of our distinct role and passionate about our responsibility in securing, strengthening and sharing our nation's knowledge.

### Access

We believe that every individual has the right to information and that this right is vital to an equitable and successful nation. We strive to provide barrier-free access to our collections regardless of geography, disability or economic status.

## **Learning and Discovery**

With our rich collection and knowledgeable staff, we foster learning and discovery in Jamaica and the world. We learn from each other and our users, we adapt new knowledge to advance our services and we promote staff growth and development.

## **Innovation**

We promote creative and entrepreneurial initiatives that enhance our work and foster innovative solutions.

## **Leading-edge Services**

We explore our collections to seize new opportunities and insights. We link our users to other sources worldwide to share information on Jamaica and enhance our knowledge base.

## **Collaboration and Partnerships**

We foster teamwork and collaboration through partnerships with other libraries, agencies and organizations, both locally and globally.

## **Respect and Integrity**

We respect users, stakeholders and staff, and the aims and goals of the National Library of Jamaica, its legal requirements, policies, strategies and framework. We practice truth, transparency and integrity in all our actions and activities.

# Catalysts for Change



*We are positioned to help shape  
Jamaica's future.*

Today, the challenges facing all libraries—including the NLJ—are greater than ever but, so also are the opportunities. No nation has an educated, skilled and prosperous citizenry without a robust and free library service. Libraries play a key role in educational, social and economic development, offering significant opportunities for lifelong learning and continuous career evolution.

Through its history, the NLJ has been committed to the use of technology and the creation of strategies to provide exceptional services to its users. It has been on the leading edge of this work, exploring operations, services and automation requirements and publishing early and seminal documents on these topics.

Recognizing this dynamic global context and its role as the leading educator on the nation's history and culture, the NLJ is well-positioned to help shape Jamaica's future.

## Key Drivers for Change

### Jamaica is working to realize its National Development Plan.

*Vision 2030 Jamaica – National Development Plan* is aimed at enabling Jamaica to achieve developed country status by 2030. Many of the national outcomes outlined in the plan, such as “world-class education and training” and an “authentic and transformational culture,” would be best served by a reimagining of the National Library of Jamaica (NLJ), distinguished by its expression of the history, culture and knowledge of its people.

### User and stakeholder expectations have changed.

Everywhere in the world, the expectations for how information is researched and obtained are changing rapidly. Today, scholarly research is more collaborative, interdisciplinary and reliant on emerging technologies than ever before. Google and other online search engines have changed the way we look for information. The digital revolution created a future where mobile computing is ubiquitous and affordable, irrespective of a user’s location or disability. According to Internet World Stats, in 2014, 53.6% of Jamaicans were using the Internet and penetration of the Mobile SIM market was at 109%. Users expect to utilize these devices to access information and to be linked seamlessly to one or more sources wherever they are.

### Digitization will drive preservation, conservation and access.

Digitization of resources is integral to defining storage and access. More documents and cultural treasures are born digital, using technologies such as YouTube and Vimeo. It is estimated that the amount of digital content will increase 40x in the next twenty years. Yet the capacity and resources to manage this content will increase only 1.4x.

## Key Drivers for Change cont'd

**Partnerships and collaboration are increasingly necessary.**

Information has no boundaries, and as such, it is certain that nothing can be accomplished without partnerships with other libraries, educational institutions, businesses, the health sector, and the wider community. In an attempt to pool resources, organizations are increasingly collaborating on projects, big and small. They form consortia and partnerships to make cooperative purchases of technology, collections and online databases; rationalize and share collections, platforms and facilities. They co-host events and programmes and provide access to their users in a shared environment.

**Strong staff skills and knowledge are more essential than ever before.**

A library's human capital is its most valuable asset. In these turbulent times, it is critical to recruit and retain staff with the expertise, resilience and dedication to cope with constant change. This requires policies for professional development and growth opportunities that are strategic and sustainable, salaries and benefits that are competitive and continuous training to keep pace with technology, research trends, and knowledge of the collection.

**Technology is constantly evolving.**

Technology has irrevocably changed the ways in which knowledge is created, accessed and disseminated—alternately narrowing and expanding the margins between the information rich and the information poor. Online discovery and learning are changing and rapidly evolving with YouTube, video streaming and mobile devices. Where technology is concerned, the only certainty for the future is that change will be a constant. As more technologies are created, they will continually be in a beta state.

## Key Drivers for Change cont'd

### **New sources of funding are now required.**

Many libraries have established foundations or “Friends of the Library” programmes to help raise funds for non-core functions or enhancements to core functions. At home and abroad, there are many potential donors and advocates who are committed to improving or advancing opportunities for Jamaicans—including those within the large diaspora.

### **Jamaica is increasingly focused on improving its education system.**

Economic pressures are creating an urgency for an improved and responsive education system in Jamaica, one which is more focused on creating opportunities for skills development and increased employment. And yet, even as libraries struggle to find appropriate funding in these times of economic stress, library use increases dramatically as users seek to upgrade their knowledge, education and skills.

### **Users and stakeholders want change.**

Users, stakeholders and staff want a National Library that is reflective of the nation’s culture and its best aspirations. There is a strong need for the Library to be housed in modern facilities that leverage technologies to preserve and digitize the collection, offer security for users and staff and provide a welcoming space for both group studies and quiet research.

# Our Process



*We engaged our diverse community through consultation.*

With the aim of creating an innovative strategic plan that would help the NLJ to better serve all Jamaicans, we engaged in extensive community consultations through surveys, meetings, interviews and a town hall session:

- NLJ Users
- Staff
- Other Stakeholders, including librarians, archivists, educators, and representatives from the NLJ Board of Management and the Ministry of Youth and Culture
- Thought Leaders, including distinguished authors, researchers and librarians

A broad literature review, including research on other National Libraries, was undertaken to establish the current context and future needs.

# What We Learned



*Our greatest strengths are our collection quality and dedicated staff.*

“I like that you pay significant attention to poetry and a range of local artists... A National Library is a great and important cultural institution.”

***NLJ User Comment***

When we asked our community to identify the NLJ’s strengths, weaknesses, opportunities and threats, there was remarkable consensus across all groups consulted. In addition to the clarity of the priorities for the Library as defined by the stakeholder responses, we learned a great deal about our community of stakeholders.

Taken together, these lessons learned were used to guide the development of the strategic imperatives and tactics outlined in this document and in the charts below.



## What We Learned About NLJ

### *Most Cited Responses*

#### Strengths

1. Collection Quality
2. Dedicated Staff

#### Weaknesses

1. Facility and Location
2. Lack of Funding
3. Staff Skills, Knowledge and Inclusion

#### Opportunities

1. Marketing and Branding
2. Technology, Digitization and Social Media

#### Threats

1. Facility and Location
2. Competition

## What We Learned About our Community

#### Sense of Pride

Those consulted feel a strong sense of national pride in the NLJ. They expect the Library to adapt to the technological and societal changes in order to ensure that this valuable and unique institution in the world of information will thrive.

#### Eager to Contribute

Our community is eager to contribute to a more vibrant NLJ and passionate about building a more robust and modern National Library, which is seen as having the potential to become a flagship institution, housing the country's heritage, history, culture and achievements.

## What We Learned About our Community

### Mostly Researchers

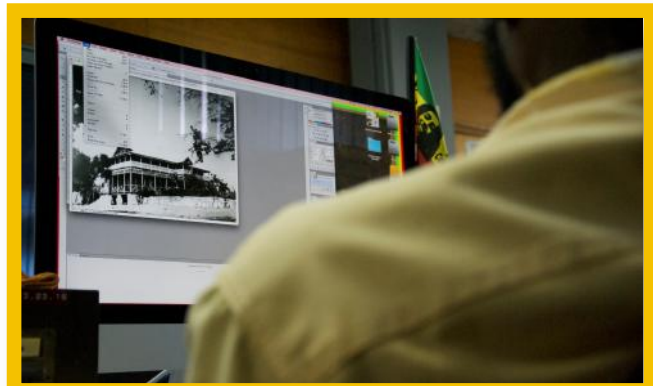
The majority of NLJ's users are researchers, especially those working in the knowledge economy. This distinguishes the specialized nature of the Library. Approximately 55% of its users access the Library's resources on site, 33% access resources online and the remainder access resources through telephone or email inquiries.

### Affirms our Value

NLJ is respected as a vital pillar in Jamaica's knowledge economy. Straddling the past, present and future, it is a physical and virtual place to celebrate and discover the nation's culture, to share its stories and to educate its citizens.

"Research needs are changing and users expect professional support in the digital age... Users need to feel confident that NLJ can help them reach their research goals."

*Olive Senior,  
NLJ User and Thought Leader*



# Our Strategic Imperatives

*The National Library of Jamaica will realize its vision through five strategic imperatives:*

1.	<b>COLLECTION CONSERVATION, DIGITIZATION and ACCESS</b> We will grow and increase access to the digitized collection.
2.	<b>FACILITIES and LOCATION</b> We will set in place long-term and short-term plans to upgrade our facilities and location.
3.	<b>MARKETING and BRANDING</b> We will reorganize our public relations department and prioritize marketing and branding initiatives.
4.	<b>STAFF LEARNING and GROWTH</b> We will increase professional development opportunities for staff.
5.	<b>FUNDRAISING and FUND DEVELOPMENT</b> We will leverage new fundraising and fund development opportunities.

*The strategic imperatives are not listed in any order of priority, as all are of equal importance and vital to achieving the 2020 vision of the NLJ.*

# 1. COLLECTION CONSERVATION, DIGITIZATION and ACCESS

*We will grow and increase access to the digitized collection.*

“Collection: Historic, rare and unique. The only repository of the intellectual output, cultural memory and heritage of Jamaica that is openly available to the public... Materials that are not accessible anywhere else in the world.”

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**Staff Comment**

## The Situation

The NLJ’s collection is our library’s greatest strength. It plays a pivotal role in our nation’s knowledge economy by supporting research, inspiring youth, fostering culture and telling Jamaica’s story.

The public relies on these resources to enrich their lives and their work. Through access to our collection, individuals and organizations create a wide range of valuable products: scholarly research, literary works, documentaries, reports for business ventures and more.

Our ability to contribute in such a meaningful way rests on our capacity to sustain a pertinent and readily accessible collection. With a proactive approach, we will preserve these irreplaceable original documents and avoid the threat of the deterioration of the collection.

Every day, more information resources are born digital—just think of the user-generated content available on YouTube alone. By improving our processes for harvesting and cataloguing these resources, and by linking to other sources through collaboration and partnerships, we will be helping our users to access more information than ever before.



“Digitize. Publicize.  
Increase Access.”

*NLJ Stakeholder Comment*

## Our Tactics

### We will:

1. **Develop a 3-year digitization plan** to create and make available more digitized content.
2. **Segment the historical collection into essential content** not available elsewhere and quantify which materials are most at risk of irreparable damage and should therefore be digitized first.
3. **Acquire all content in digital format when possible.**

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4. **Intensify output of digitized content** using the “all-hands-on-deck” approach.
  5. **Use crowd sourcing to identify and tag content**, making use of mentors and experts. Develop a research plan to deepen understanding of the under-investigated portions of the collection.
  6. **Develop a research plan to deepen understanding of the under-investigated portions of the collection**
  7. **Review the current library services platform** to ensure users can search the Library’s various collections seamlessly, easily, borrow materials and that the library can keep track of these activities and reduce redundancy.
  8. **Seek greater access through local and international consortia and partnerships** in an environment that is consistent, integrated, dependable and user-friendly, bridging both the local and international divides.
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## 2. FACILITIES and LOCATION

We will set in place long-term and short-term plans to upgrade our facilities and location.

“National Library has burst the seam, burst every stitching we had.”

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*Staff Comment*

“Current facilities are not conducive and the Library is located in an area that is volatile or not safe. Are the current facilities really secure from fire, for example, and can they support the preservation requirements of an irreplaceable collection?”

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*Olive Senior,  
NLJ User and Thought Leader*

### The Situation

With the treasures it houses and its unique mandate, the Library facility has the potential to be a hub for research, study and cultural exploration.

With a thriving and growing collection, the Library needs more space—and space that is tailored to its specialized storage and preservation requirements. Staff and users, always eager to make use of the valuable materials, also need more space to engage with the collection in a manner that is conducive to study and learning. Building spaces and facilities to better serve users with disabilities is a priority for the Library.

Located in downtown Kingston, the NLJ’s current facilities have great historical significance and the area is targeted for a major revitalization program. However, the Library is not currently easy to access: public transit routes do not lead to it and there is scarce public parking nearby. The area itself is seen as volatile and many individuals have expressed a concern that the current location is unsafe for staff, users and the collection itself.

The institution of the NLJ has a strong pride of purpose. It is a place of knowledge for the nation. Its physical building must reflect this.

“Relocate the Library to facilitate parking for staff and visitors as well as a building properly designed for the staff as well as the collection.”

*NLJ User Comment*



## Our Tactics

**We will:**

1. **Develop a long-term plan for a state-of-the-art facility**, a permanent home for the NLJ that is worthy of the institution and provides safe and secure conditions for the Library’s collections, its users and staff.
2. **Develop short-term plans to identify immediate improvements to the facility.** Such as the creation of a more welcoming and user-friendly foyer featuring exhibition space and a gift shop featuring replicas of NLJ collections such as the postcard collections, prints and other collectibles.



### 3. MARKETING and BRANDING

We will reorganize our public relations department and prioritize marketing and branding.

“You perhaps need to create a social and new media librarian position.

A staffer with the job to seek, identify and collate social and new media featuring Jamaican content and communities, including identifying Jamaican apps.”

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***Stakeholder Comment***

#### **The Situation**

Users, staff and other stakeholders are deeply passionate about celebrating the role of the NLJ in Jamaican society.

Boldly communicating our brand and addressing widespread confusion about the NLJ’s mandate is a major priority and the key to broader public appreciation and recognition.

Initial efforts at using social media tools to publicize the Library and its events have been successful at engaging users and the general public. By creating a coordinated marketing strategy with projected targets and anticipated outcomes, we will ensure that there is greater public awareness of the NLJ, its mission and its services.

Promoting brand awareness and marketing the Library will continue to be led by the Public Relations Officer, who will devise a dynamic strategy and measure the results. But the efforts of all staff, board members and other stakeholders are key to our success in raising the NLJ’s profile. It is our wider community that can amplify, celebrate and personalize the NLJ’s message and value.

“A cultural reimagining of the Library needs to happen.”

*Kwame Dawes,  
NLJ user and Thought Leader*

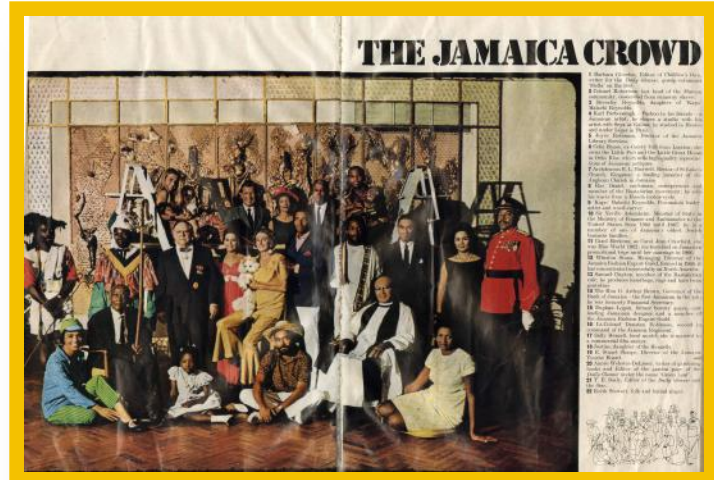


Image from the NLJ's Digital Collection

## Our Tactics

We will:

1. **Examine and revisit all resources deployed in marketing and brand recognition**, including how social media is used and how the NLJ might improve its digital presence and marketing.
2. **Develop a new coordinated approach** to marketing and branding.
3. Determine who needs to hear from the NLJ by **identifying key individuals and organizations for the Library to engage more fully**.
4. **Involve all staff and stakeholders in the work of marketing and branding** the NLJ by supporting their creative ideas and their ability to promote the Library through their own relationships and connections.

5. **Develop special initiatives** to strengthen the Library's services and collection while also building its brand.
  6. Strengthen the digital marketing and presence of **NLJ programmes**.
  7. Build measurement tools to **evaluate the effectiveness of the new approach**.
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## 4. STAFF LEARNING and GROWTH

We will increase professional development opportunities for NLJ's staff.

- “The NLJ has very dedicated staff who would like to see the NLJ become a first-class library.
- Improve salaries to retain staff.
- Implement a current output-focused performance management and appraisal system.
- Enhance staff awareness of the collection.
- Employ subject specialists.”

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**Staff Comment**

### The Situation

The NLJ's most valuable asset is its human capital. Dedicated and experienced staff are recognized as one of our top strengths.

Our employees are deeply committed to the Library. Users appreciate this commitment, the respectful interactions with staff and the efforts that staff make to meet their needs.

By building staff capacity, we will empower front-line staff to enrich our users' experiences even further. We will strive to help our staff build a deeper knowledge of the collections by providing more opportunities for the learning, growth and critical skills development.

Libraries are amongst the most technology-intensive environments and as a result, we must compete in the wider international marketplace for talented and skilled staff.

By pursuing training opportunities and partnering with libraries abroad, staff recruitment and retention efforts will have greater potential of success.

“NLJ has a helpful and informed staff who believe in the Library’s mission.”

*NLJ Stakeholder Comment*



## Our Tactics

**We will:**

1. **Employ subject specialists** by focusing on hiring and retaining staff with qualifications appropriate to job descriptions and accountabilities.
2. **Increase staff knowledge of the collection** by assigning sections of the stack by subject to reference and acquisitions staff and scheduling time for review.
3. **Adopt tools to examine the current operations of the Library**, in order to enhance efficiencies, elicit attitudes to change degree of engagement and commitment to the vision, values and mission of the NLJ.
4. **Create a comprehensive training policy** to ensure staff are receiving the training that is appropriate and necessary to meet the strategic imperatives of the current plan.

5. **Develop a two-way staff communication plan** that establishes employee communication policies and engenders staff engagement.
  6. **Enable transformation to a performance culture** by evaluating the current performance appraisal systems to ensure organizational and departmental alignment with the strategic imperatives and tactics.
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## 5. FUNDRAISING and FUND DEVELOPMENT

We will leverage new fundraising and fund development opportunities.

“There are leading Jamaicans who could be motivated to invest in Jamaica’s cultural heritage. Professional fundraisers are required to go about doing this. UWI for example had its own fundraiser.”

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*Rachel Manley,  
Thought Leader and Author*

### The Situation

The vision of the Library as a thriving hub that provides easy public access to the knowledge and stories of Jamaica’s past will only be realized with a significant increase in funding.

Seeking new sources of funding to supplement tax-based revenue is common practice for many other libraries, which have successfully tapped into philanthropic funding to further their missions and mandates. This is a new and promising area for the NLJ which has not previously worked to raise self-generated revenues.

Increasing user fees and offering specialized services for a fee is an opportunity to be explored. As a public institution, the NLJ will ensure that any changes in user fees are carefully considered to ensure that they do not result in inequitable service delivery or create new work without generating new revenue.

NLJ is not only a valuable institution in the country, it is also deeply valued by countless members of the Jamaican diaspora. For these reasons, the NLJ’s entry into the world of fundraising has strong possibilities of being a successful endeavour.



“Create a foundation office in the Library with the primary goal of nurturing lasting gifts to the Library. Create a “Friends of the Library” programme.”

*Kwame Dawes,  
NLJ User and Thought Leader*

## Our Tactics

### We will:

1. **Explore the establishment of a foundation to secure donations** from local and international sources and investigate the many existing grants and project funding that could be available to the Library.
2. **Explore the establishment of a “Friends of the Library” programme**, which would recruit a distinguished group of supporters to act as ambassadors connecting the Library with other potential partners and funders.
3. **Examine other potential sources of new revenue**, such as user-fees for specialized services and research, a gift shop, the sale of original publications, genealogical and family history services, themed lecture tours that offer site visits accompanied by historians, creation of collections of talking books and e-books for sale and events that celebrate our history and heritage.



# The Work Ahead



*Looking into the future,  
the NLJ will be an icon of Jamaica's culture.*

Over the next four years, the National Library of Jamaica is taking bold steps to respond to the changes that are occurring and to build upon its considerable strengths.

Externally, the NLJ is looking to secure new sources of funding, launch a new building campaign and heighten public awareness of the Library's critical role in national development. Internally, the NLJ is re-organizing and re-prioritizing its resources to increase digitization of materials, examine its library services platform, improve access to onsite and remote collections and enhance staff learning and growth.

A cultural reimagining of the NLJ as an icon of Jamaica's culture and story is only possible with state-of-the-art facilities, library services platform and user services.

These initiatives are critical to the modernization of the NLJ’s operations and in the fulfillment of our role in preserving, promoting and sharing information on the country and securing its heritage and history for current and future generations.

We at the NLJ—both board members and staff—are committed to ensuring the Library’s success in these endeavors. By working collaboratively with new partners, the government, new prospective funders and all stakeholders, we anticipate a realization of our vision through our strategic imperatives and their tactics.

We invite all members of the public to join us as we embrace solutions for our future—for the NLJ and for the national development of Jamaica.

# Further Comments from Thought Leaders and Users

“Culture is important to a country’s well-being, (NLJ) should be part of the tourist industry and seen as another opportunity to add to economic prosperity...should be given a pride of place in the government.”

**Ewart Walters, NLJ User and Thought Leader**

“Young people increasingly want to write.. They know about Christopher Columbus, the Tainos, slavery, emancipation and Independence, but they do not know about the building of a nation and the architects of pre and post-colonial Jamaica.”

**NLJ User Comment**

“There are wonderful agencies such as the Archives, the Jamaica National Heritage Trust (JNHT), and the Jamaica Library Service that need to be engaged as partners with the National Library of Jamaica.”

**Rachel Manley, Thought Leader and Author**

“First and foremost, a long term vision: modernizing the National Library is required. The future will require thinking out of the box and leadership that can carry it forward. It cannot be okay continue in the old way.”

**Carol Simpson, Former NLJ Board Member and Thought Leader**

# Credits and Acknowledgements

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## NLJ's Strategic Plan Development Committee (SPDC):

Mrs. Winsome Hudson	National Librarian / CEO
Miss Clova Drummond	Executive Secretary
Mr. Nicholas Graham	Director, User Services
Miss Treveann Harris	Acting Head, Acquisitions Department
Mrs. Genevieve Jones-Edman	Coordinator, Research and Information Department
Mrs. Karren Leslie	Head, Finance and Accounts Department
Miss Yulande Lindsay	Head, Audiovisual and Micrographics Department

## The Strategic Planning process was led by ERK Consulting Inc.:

Rosemary Kavanagh	Principal, Report Author, Session Presenter
Chanda Chevannes	Consultant, Report Editor, Session Rapporteur, Photographer
Jane Parsard	Consultant, Report Editor, Session Facilitator

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1. Daniel Gordon, DRG Creations (cover, page 31)
2. Chanda Chevannes, ERK Consulting Inc. (pages 9, 13, 14, 16, 19, 21, 22, 27)
3. Radcliffe Morgan, National Library of Jamaica (pages 4, 30)
4. Items from the National Library of Jamaica's collections (pages 4, 24)