

# An empirical research on strategic planning in public libraries of Mainland China\*

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## Abstract

**Purpose:** As an important issue, strategic planning in public libraries has been paid more attention in China recent years. However, a comprehensive and systematic research, especially strategic models based on empirical studies, is required in the public library strategic planning. The purpose of this research is to investigate the current practices and propose an appropriate reference and guidance of strategic planning in public libraries in Mainland China.

**Design/methodology/approach:** A questionnaire-based survey method is carried out to collect the views of public libraries staff at different levels in Mainland China. The questionnaire is designed on the following four aspects toward strategic planning in public libraries: The attitude, the status quo, basic issues and the guides. The 882 valid questionnaires are processed by a statistic analysis to reflect the current practices of strategic planning in public libraries in Mainland China.

**Findings:** Our research results reveal that the unclear and confused understanding of the strategic planning still exist among the public libraries staff in Mainland China. However, the majority of respondents still believe that the strategic planning in public libraries is significant and the library developments will be affected for lacking strategic planning. Moreover, it is considerable that the strategic plans are jointly made by independent agencies and public libraries, or by the public library itself. Also, guidelines and a set of softwares in strategic planning are needed.

**Research limitations/implications:** The study was restricted to six main areas in China. A wider geographic sampling can preferable show the basic status of strategic planning in public libraries. The procedures of data collection would be another limitation. Nevertheless, case studies should be used in the further research.

**Originality:** The importance of this research originates from a large number of first-hand data about strategic planning in public libraries in mainland China. The results provide extra perception into the future development of Chinese public libraries. The understanding obtained from this study will play a part in forthcoming evolution of this area of research.

**Keywords** Public library; Strategic planning; Library strategy; Library management; Empirical research

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## 1 Introduction

The research on strategic planning of public libraries in North America and European countries began in the 1980s, after which theoretical exploration shifts to empirical researches, and researches on strategic planning in libraries are extended to such fields as planning process, planning tools, organizational structures of planning, environmental factors of planning, planning document and evaluation, etc. Important achievements include: *A Planning Process for Public Libraries*<sup>[1]</sup>, *Planning and Role Setting for Public Libraries: A Manual of Options and Procedures*<sup>[2]</sup>, and “*Planning for Results: A Public Library Transformation Process*”<sup>[3]</sup>, all of which are made by the Public Library Association, USA. These have directly impacted on the strategic planning practices of public libraries in those countries and promoted them to a mature phase. Compared with other countries, such as the USA, strategic planning of public libraries is just at its initial stage in Mainland China. The focus remains to introduce theories and methods of related researches abroad<sup>[4]</sup> and summarizing their experience. Particular attention has been paid to such aspects as developing strategies of public libraries at national or regional levels, the application of theories and tools of strategic planning in public libraries, as well as the basic understanding of public library strategic planning, practical methods of operation, and working process changes, etc<sup>[5-7]</sup>. However, a comprehensive and systematic research is lacking in the public library strategic planning, especially strategic models based on empirical studies<sup>[8]</sup>.

Upon this, an in-depth research on public library strategic planning in Mainland China is first conducted in the key project of National Social Science Foundation of China—“Library Strategic Planning Model and Empirical Research in the Public Cultural Service System” (hereinafter referred to as the “Project”). The aim of this study is to provide the appropriate reference and guidance to the practice of strategic planning for public libraries in Mainland China.

## 2 Methodology

The study is conducted using a questionnaire-based survey method to collect the views of public libraries staff, involving 882 questionnaires. The questionnaire is designed on the basic understanding that “the strategic plan does not equal to the long-term plan”<sup>[9]</sup>. During the design, we have also referred to “*The New Planning for Results: A Streamlined Approach*”<sup>[10]</sup>. The final version of the questionnaire has been corrected and tested many times after we have discussed with many experts.



## 2.1 Samples

The survey mainly covers the Mainland China. Taking both the regional distribution and the number of libraries' distribution into consideration, we have set the sampling ratio of public libraries to university libraries and to other types of the library as 5:4:1, and used a stratified accidental random sampling method for selecting respondents. In all sampling areas, public libraries share a sample proportion of 50%, but the number of public libraries in different provinces has been decided by its economic situation and library development of the individual province. The differences between provincial public libraries, municipal public libraries and county public libraries are considered in the survey.

As of the end of 2009, there were 2,833 public libraries in Mainland China<sup>[11]</sup>. The questionnaire for public libraries is distributed in the forms of face-to-face contact and e-mailing from Jul. 1, 2009 to Mar. 1, 2010. A total of 1,250 questionnaires are sent out with 970 returned, among which 882 are valid, showing a 77.6% response rate. The geographic samples in 882 valid questionnaires are shown in Table 1.

**Table 1 Geographic samples of valid questionnaires**

	Area	Number	Percentage (%)	Valid percentage (%)	Cumulative percentage (%)
Validity	North	207	23.5	23.5	23.5
	Central South	196	22.2	22.2	45.7
	Northeast	194	22.0	22.0	67.7
	Southwest	136	15.4	15.4	83.1
	East	117	13.3	13.3	96.4
	Northwest	32	3.6	3.6	100.0
Total		882	100.0	100.0	

Out of all districts, Guangdong Province received the biggest valid returns (115). Besides, we received more than 50 valid questionnaires from 8 provinces and municipalities, such as Hebei, Liaoning, Chongqing, Zhejiang, Hubei, Tianjin, Jilin, and Henan.

As far as the distribution of all levels public libraries in the sample is concerned, 466 respondents are from municipal libraries, accounting for 52.8%, followed by provincial libraries (242), county libraries (167), and libraries at grass-roots level (7), which takes for 27.4%, 18.9% and 0.8%, respectively. The characteristics of survey respondents are shown in Table 2.



Table 2 Characteristics of survey respondents

	Characteristics	Number	Percentage (%)	Valid percentage (%)	Cumulative percentage (%)
Gender	Male	346	39.2	39.2	39.2
	Female	526	59.6	59.2	98.9
	Missing values	10	1.1	1.1	100.0
Working years	More than 30 (excluding 30)	12	1.4	1.4	1.4
	21-30	180	20.4	20.4	21.8
	11-20	259	29.4	29.4	51.1
	6-10	193	21.9	21.9	73.0
	0-5	191	21.7	21.7	94.7
	Missing values	47	5.3	5.3	100.0
Age	60-69	4	0.5	0.5	0.5
	50-59	79	9.0	9.0	9.4
	40-49	318	36.1	36.1	45.5
	30-39	290	32.9	32.9	78.3
	20-29	177	20.1	20.1	98.4
	16-20	3	0.3	0.3	98.8
	Missing values	11	1.2	1.2	100.0
Education	Master degree or above	102	11.6	11.6	11.6
	Bachelor degree	710	80.5	80.5	92.1
	High school/ vocational technical schools	40	4.5	4.5	96.6
	Secondary education or below	4	0.5	0.5	97.1
	Missing values	26	2.9	2.9	100.0
	Professional titles	Research librarians /professors	50	5.7	5.7
Associate research librarians/associate professors		228	25.9	25.9	31.6
Librarians/ lecturers		352	39.9	39.9	71.5
Assistant librarians /assistant lecturers		173	19.6	19.6	91.1
Others		56	6.3	6.3	97.4
Missing values		23	2.6	2.6	100.0
Position		Library directors	149	16.9	16.9
	Department heads	278	31.5	31.5	48.4
	General staff	401	45.5	45.5	93.9
	Others	18	2.0	2.0	95.9
	Missing values	36	4.1	4.1	100.0

Among all respondents, there are 149 library directors, accounting for 16.9% of the respondents; 278 department heads (31.5%). This is consistent with our expectation that the survey is mainly for departments heads and library directors.

## 2.2 Data analysis tools

Reliability analysis to this survey are conducted by Cronbach  $\alpha$  which is the most common method for reliability analysis. Generally, it is believed that the coefficient is above 0.9 indicating good reliability; 0.8–0.9 expressing acceptable reliability; 0.7–0.8 indicating that questionnaire needed to be revised. Our reliability is tested as 0.815, which is higher than 0.5 and thus is considered within the acceptance range. The data collected were scrutinized, tabulated, and processed by means of the SPSS 18.0.

## 3 Findings and discussion

### 3.1 Attitudes toward strategic planning in public libraries

From the attitude of the staff in public libraries toward making a strategic plan we can find out whether they thought it necessary to make such a planning, and how their acceptant levels look like.

As shown in Table 3, 93.9% of the respondents consider it necessary to make a strategic plan for a public library, of which 47.1% of the respondents chose “very necessary”, indicating that the vast majority of respondents hold a positive attitude toward making a strategic plan. It is noteworthy that 48 respondents have not got a clear understanding of the necessity, accounting for 5.4% of the total number of the respondents. Besides, 6 respondents believe that it is no need to make a strategic plan in a public library, and 1 out of 4 respondents who have chosen “very unnecessary” is a library director.

**Table 3** Attitudes toward the necessity of strategic planning in public libraries

	Attitude	Number of respondents	Percentage (%)	Valid percentage (%)
Validity	Very necessary	415	47.1	47.1
	Necessary	413	46.8	46.8
	Not sure	48	5.4	5.4
	Very unnecessary	4	0.5	0.5
	Unnecessary	2	0.2	0.2
Total		882	100.0	100.0

A context hypothesis that “if a strategic plan is made in your library” is given in the questionnaire to investigate the attitude of the public library staff toward the involvement in strategic planning. The results show that 472 respondents choose



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“willing”, accounting for 53.5%. 335 respondents choose “very willing” (38%). 62 respondents choose “not sure” (7%). These indicate that 91.5% of respondents are willing to participate in strategic planning of the libraries they are working at.

### 3.2 Status quo on strategic planning in public libraries

In all 882 samples, 297 respondents said that their libraries “have not yet made a strategic plan”, and 382 respondents affirmed a strategic plan has been made in their libraries. All samples are shown in Table 4.

Table 4 Strategic planning in public libraries

Whether your library made a strategic plan or not		Number	Valid percentage (%)	Cumulative percentage (%)
Have not yet made a strategic plan	No strategic planning has certain influence on the library service.	145	48.8	48.8
	No strategic planning has great influence on the library service.	95	32.0	80.8
	No strategic planning has no influence on the library service.	57	19.2	100.0
Total		297	100.0	100.0
A strategic plan has been made in the library where you work	Strict implementation, good results.	208	54.5	54.5
	A strategic plan is not implemented for various reasons.	116	30.4	84.8
	Strict implementation, but no significant effect.	58	15.2	100.0
Total		382	100.0	100.0

After we have further analyzed the answers of 382 samples with the questions whether the given files belonged to the strategic plans of library, we find that many of these respondents do not have a clear understanding of the strategic planning. Some non-strategic plans in their own libraries are alleged “strategic ones” in the survey. So the data obtained in this section does not indicate the real situation that the strategic plans have been made in various libraries.

To further understand the reflection of all level public libraries toward making a strategic plan, a cross-analysis of the 297 samples mentioned above is shown in Table 5.



**Table 5 Attitudes toward not making a strategic plan of a public library**

		A	B	C	Total
Level of public library	Library at grass-roots level	0	1	6	7
	County library	17	27	10	54
	Municipal library	24	81	48	153
	Provincial library	16	36	31	83
Total		57	145	95	297

Note: A, Without strategic planning, no influence on the library service; B, without strategic planning, certain influence on the library service; C, without strategic planning, great influence on the library service.

It can be found from Table 5 that most respondents agree that it does have certain influence on the library service if no strategic planning has been made in public libraries. However, for most county public libraries, no influence was explicit on the library service even if there was no strategic planning. Compared with those from libraries at grass-roots level, the vast respondents believe that it will have great influence on the library service if no strategic planning has been made. Due to a small amount of the sample, the result cannot be extended to the staff of all libraries at the grass-roots level.

### 3.3 Plan makers in public libraries

According to our survey (Table 6), 52.5% of the respondents consider that a strategic plan should be made by the collaboration of libraries and other organizations. This is not surprising when “outsourcing” is widely accepted in the libraries. 34% suggested that the strategic plan need be made by the library itself. Only 3.6% chose independent agencies or third parties as strategic plan makers for public libraries, which indicates that it is not a wise option to leave this matter in other one’s hand. Some respondents suggested integrated modes, such as a strategic plan made by public libraries and higher authorities, or by public libraries and other organizations under a guidance of higher authorities, or by public libraries dominately with consideration of invited experts and patrons, according to the local situation of the public libraries, etc.

**Table 6 Considerations of plan makers in public libraries**

Main body of strategic planning		Number of respondents	Percentage (%)
Validity	Independent agencies or third party	32	3.6
	Public library	300	34.0
	Higher authorities	68	7.7
	Libraries and independent agencies	463	52.5
	Others	8	1.0
	Missing values	11	1.2
Total		882	100



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Considering the necessity of establishing committees for strategic planning in public libraries, 82.7% respondents held it necessary to establish a committee for strategic planning, among them 211 (23.9%) for “very necessary” while 518 for “necessary”, accounting for 58.7%. But 7.4% respondents were not sure about this question. There are 2 reasons to mention: The one is that they have no clear idea of how to make a strategic plan in a public library, the other is they are not clear about the functions and the position of such a committee in public libraries.

### 3.4 Suitable periods for strategic planning

According to the questionnaires, suitable periods of a strategic plan are shown in Table 7 as follows.

Table 7 Survey results of strategic planning period

	Period	Number of respondents	Percentage (%)	Valid percentage (%)
Validity	4–5 years	399	45.2	45.2
	6–10 years	180	20.4	20.4
	2–3 years	144	16.3	16.3
	Over decades	88	10.0	10.0
	Missing values	48	5.4	5.4
	1 year	23	2.6	2.6
Total		882	100.0	100.0

Table 7 implies that more than 50% respondents thought that the strategic planning for public libraries should be something that guides all library businesses in a longer period (at least four years). And it should be far-sighted and different with the medium- and short-term library plans.

### 3.5 Elements of strategic planning for public library

Fifteen elements are listed in the questionnaire to support the 15 variables in a whole strategic plan document. Distance analyses for all the variables are listed in Table 8 according to our survey data.

Table 8 shows a similar matrix between each variable, of which the value is a correlation coefficient between variables. It shows that all variables generally have a certain relationship, but not equal. Overall, the distance computation and analysis of these 15 variables are not so significant to form a group or groups of variables, and the data simplification cannot get reached. Basically, all variables can be regarded as general content elements of a strategic plan document for public libraries.





**Table 8** Correlation analysis of main elements for a strategic plan document in public libraries

Variables	Vector correlation														
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
A	1.000	.421	.157	.152	.224	.192	.217	.080	.071	.208	.208	.134	.175	.186	.078
B	.421	1.000	.198	.185	.304	.200	.236	.129	.171	.201	.191	.176	.199	.221	.152
C	.157	.198	1.000	.211	.136	.262	.243	.272	.256	.309	.265	.310	.326	.298	.276
D	.152	.185	.211	1.000	.335	.312	.265	.170	.140	.144	.262	.216	.257	.265	.228
E	.224	.304	.136	.335	1.000	.314	.395	.208	.216	.170	.262	.219	.231	.324	.193
F	.192	.200	.262	.312	.314	1.000	.402	.184	.301	.227	.299	.295	.294	.419	.270
G	.217	.236	.243	.265	.395	.402	1.000	.290	.314	.230	.284	.334	.338	.369	.316
H	.080	.129	.272	.170	.208	.184	.290	1.000	.330	.291	.317	.326	.324	.335	.322
I	.071	.171	.256	.140	.216	.301	.314	.330	1.000	.303	.263	.251	.329	.329	.298
J	.208	.201	.309	.144	.170	.227	.230	.291	.303	1.000	.292	.251	.271	.219	.167
K	.208	.191	.265	.262	.262	.299	.284	.317	.263	.292	1.000	.330	.364	.379	.323
L	.134	.176	.310	.216	.219	.295	.334	.326	.251	.251	.330	1.000	.370	.396	.386
M	.175	.199	.326	.257	.231	.294	.338	.324	.329	.271	.364	.370	1.000	.339	.377
N	.186	.221	.298	.265	.324	.419	.369	.335	.329	.219	.379	.396	.339	1.000	.439
O	.078	.152	.276	.228	.193	.270	.316	.322	.298	.167	.323	.386	.377	.439	1.000

Note: A, Visions; B, missions; C, environmental scan; D, developing directions; E, goals; F, measures; G, actions; H, division of tasks; I, evaluation criteria; J, status quo analysis; K, prior projects; L, management and operation mechanism; M, feasibility; N, safeguards; O, budget.

### 3.6 Topics of strategic planning

Many aspects should be considered in the procedure of strategic planning in public libraries. One of the most significant is to choose the strategic planning topics. Twelve options are listed in our questionnaire, and the results are illustrated in Table 9.

**Table 9** Frequency of the strategic planning topics

Variables	Respondents		Individual percentage (%)	
	Number	Percentage (%)		
Strategic planning topics <sup>a</sup>	Collection development	741	12.9	84.7
	Administration	570	9.9	65.1
	Service philosophy	606	10.5	69.3
	Library buildings	492	8.6	56.2
	Technology applications	447	7.8	51.1
	Salaries	300	5.2	34.3
	Demand analyses	363	6.3	41.5
	Library mottos	250	4.3	28.6
	Staff	724	12.6	82.7
	Budgets	574	10.0	65.6
	Patrons	365	6.3	41.7
	Crisis management	322	5.6	36.8
Total	5,754	100.0	657.6	

Note: The response rate = N/Total. "a" stands for a multiple choice.



It can be found from Table 9 that the collection development counts for the biggest proportion amongst the twelve variables, followed by staff, service philosophy, budgets and the administration. Library strategic planning also need contain library buildings, technology applications, patrons and demand analyses. However, the crisis management, salaries and library mottos also obtain the respondents' attention. For staff is the most sensible variable which presents the library staff's interest, the majority of respondents give a priority to this variable in the strategic planning. As a service agency, the service philosophy of a public library should not be neglected in the strategic planning topics. With regard to the salaries and library mottos, only 34.3% and 28.6% of the respondents choose them, respectively, which means they are not considered as the main topics of a strategic plan document.

### 3.7 Preparations for strategic planning in public libraries

To make a successful strategic plan in public libraries, early preparations are regarded as very important tasks which are composed of the preparation-making and survey designing procedure. Our results showed that budgets (633, 25%), committees for strategic planning (616, 24.3%), and planning schedule (613, 24.2%) are considered to be the three most important factors at the stage of preparation, which are followed by staff appointment (514, 20.3%) and making relevant publicity (158, 6.2%). While at the second stage, the core of the survey is to decide the most important objects for investigation. But not more than 3 terms are allowed to be selected in the questionnaire.

**Table 10 Main stakeholders in the strategic planning**

Variables	Response		Case percentage (%)
	Number	Percentage (%)	
Respondents <sup>a</sup>			
Patrons	762	29.9	87.7
Citizens	300	11.8	34.5
Communities	255	10.0	29.3
Public cultural agencies	388	15.2	44.6
Staff	579	22.8	66.6
Higher authorities	261	10.3	30.0
Total	2,545	100.0	292.9

Note: The response rate = N/Total. "a" stands for a multiple choice.

From Table 10 we can see that patrons, staff and other public cultural agencies are important factors for the most respondents in the survey of strategic planning in public libraries, while community organizations are regarded as the least important stakeholder. Furthermore, experts, subordinate cultural agencies, officials (e.g.



Mayor, Party secretary), nation's laws and regulations are the other main stakeholders in the stage of the strategic planning survey.

### 3.8 Influential factors of strategic planning in public libraries

As for strategic planning in public libraries, respondents of the survey believe that funding, staff and the management system are the three most important internal influential factors while the economic environment, public cultural service system and patrons' needs are the most influential external factors (Table 11). In public libraries, service methods and service programs have small influences on the strategic planning, what are dependent variables restricted by a strategic plan. 78.9% of respondents have recognized the importance of funding in planning, which is related with the relevant external factors involving the economic environment. With respect to external factors, the public cultural service system has deeply influenced the consciousness of the library staff. As a consequence, the innovation from this influence has related with the strategic planning in libraries.

**Table 11 Influential factors of strategic planning in public libraries**

Variables		Response		Case percentage (%)
		Number	percentage (%)	
Internal influencing factors	Funding	681	26.1	78.9
	Collection	299	11.5	34.6
	Building	104	4.0	12.1
	Service methods	175	6.7	20.3
	Patrons	92	3.5	10.7
	Service programs	97	3.7	11.2
	Organization mechanism	313	12.0	36.3
	Staff	512	19.6	59.3
	Management system	335	12.8	38.8
Total		2,608	100.0	302.2
External influencing factors	Political environment	292	11.0	33.6
	Economic environment	530	20.0	61.0
	Technical environment	203	7.7	23.4
	Legal environment	91	3.4	10.5
	Professional environment	229	8.6	26.4
	Educational environment	87	3.3	10.0
	Patrons' need	324	12.2	37.3
	Public cultural service system	424	16.0	48.8
	Social evaluation	231	8.7	26.6
	Service satisfaction	112	4.2	12.9
	Patrons' information literacy	128	4.8	14.7
	Total		2,651	100.0

Note: The response rate = N/Total.



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### 3.9 Evaluations of strategic planning in public libraries

At present, there exists no stable evaluation system toward strategic planning in public libraries in Mainland China. Table 12 shows the evaluating criteria mentioned by our surveyed participants for the library strategic planning.

**Table 12 Evaluating criteria for a library strategic planning**

Variables	Response		Case percentage (%)	
	Number	Percentage (%)		
Evaluation criteria	The plan has a normal procedure.	367	14.2	42.2
	The plan includes comprehensive factors.	296	11.5	34.0
	The plan has a clear goal.	633	24.6	72.8
	The tasks are clear.	371	14.4	42.6
	It can be operated easily.	662	25.7	76.1
	The plan has certain flexibility.	160	6.2	18.4
	The plan is in concise and brief.	88	3.4	10.1
Total	2,577	100.0	296.2	

The participants in our survey mainly believe that the operation, goals and tasks are the three important criteria for an effective strategic planning in public libraries, which are followed by those criteria such as whether the strategic plan has a normal making procedure, includes comprehensive factors, or has certain flexibility. This indicates that a strategic plan should be operational, and clarify the developing directions of the library clearly. Moreover, the task description of its staff should be stated briefly.

### 3.10 Guides on strategic planning in public libraries

Regarding the issue whether public libraries in Mainland China need to learn the best practice from foreign countries, 81.3% respondents (717) showed a definite positive attitude. 5.4% of respondents (48) said “no”, and 5.1% of respondents (45) were unclear. It implies that the majority of the participants have recognized that we could use the best practice and lessons of other countries for good reference in strategic planning of public libraries. The survey about the necessity to draft some guidelines for strategic planning in public libraries of Mainland China is listed in Table 13.

Table 13 shows that most respondents hold positive attitudes, thinking it “necessary” or “very necessary” to issue strategic planning guidelines. Due to the lack of such guidelines, strategic planning in Chinese public libraries relies basically on past experiences. In addition, the preference of a library director has also played a crucial role in decision-making. As a result, there is lack of the standardization and scientific judgment in the strategic planning in Chinese public libraries.



**Table 13** Needs for drafting strategic planning guidelines of public libraries in China

Whether or not to draft guidelines for public libraries		Number of respondents	Percentage (%)	Valid percentage (%)
Validity	Necessary	441	50.0	50.0
	Very necessary	319	36.2	36.2
	Not sure	81	9.2	9.2
	Unnecessary	30	3.4	3.4
	Missing	6	0.7	0.7
	Very unnecessary	5	0.6	0.6
Total		882	100.0	100.0

#### 4 Conclusions

Firstly, despite of the unclear understanding of the strategic planning, the majority of respondents still believe that the strategic planning in public libraries is necessary. Therefore, there is a certain foundation to promote the strategic planning in public libraries in Mainland China.

Secondly, though confused understandings of strategic planning still exist, many respondents think that library developments will be affected if there is no strategic planning. Therefore, it is necessary to make the public aware of the importance of the strategic planning in public libraries.

Thirdly, it is acceptable if strategic plans will be jointly made by independent agencies and public libraries, or by the public library itself. To start with, it is better to establish a specialized strategic planning committee. Furthermore, a 4–5-years plan is appropriate. The elements of a strategic plan document for public libraries, supported by all 15 variables, are consistent with the research envisaged. The collection development, staff, service philosophy, budgets and administration are found to be 5 main elements of the strategic planning.

The three most important preparatory tasks are the budget guarantee, the establishment of a planning committee and the designing of the planning schedule. The internal factors of strategic planning are availability of the funding, staff and management system, and the external factors are the economic environment, the public cultural service system and patrons' needs. Our research findings can be expected as the basis to make strategic plans in public libraries in Mainland China.

Finally, most respondents believe that public libraries need guidelines and a set of softwares in strategic planning, by learning from foreign related guidelines, and situated in the context of Mainland China. A guidance tool on strategic planning can be expected for further researches.



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