**THE HUNTINGTON LIBRARY, ART COLLECTIONS, AND BOTANICAL GARDENS: ORGANIZATIONAL ANALYSIS, PART ONE**

Christy Brightwell

Anastasia Finch

Esther Park

Amanda Smolenski

Lori Wolf

INFO 204

Dr. Stenstrom

San José State University

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Abstract

This organizational analysis is the first of a two-part assignment for the Huntington Library, Art Collections, and Botanical Gardens in San Marino, California. A review of literature on environmental scanning is provided. Mission, value, and vision statements are also included. Further, an environmental scan of the library, collections, and gardens has been conducted, providing information for a critical review of the organization’s strengths, weaknesses, opportunities, and threats. Environmental scanning provides an objective assessment of an organization’s current performance and future growth.

*Keywords:* Huntington Library; art collections; botanical gardens; organizational analysis; environmental scan; SWOT

**THE HUNTINGTON LIBRARY, ART COLLECTIONS, AND BOTANICAL GARDENS: ORGANIZATIONAL ANALYSIS**

**Part One: Mission, Vision & Value Statements and Environmental Scan**

The Huntington Library, Art Collections, and Botanical Gardens reflect “a devotion to research, education, and beauty” (The Huntington, *About the Huntington*, n.d.). A privately run nonprofit, the Huntington offers visitors and scholars chances to gain cultural understanding and knowledge of art, history, and literature, a fact reflected in its mission and vision statements. For this reason, proper environmental scanning is required and should be done annually. The environmental scanning process, including an assessment of the library’s strengths, weaknesses, opportunities, and threats, will provide the Huntington with ideas to maintain its prestigious reputation and establish goals for the future.

**Literature Review**

An important part of strategic planning, environmental scanning is used to assess the organizational needs and determine where improvements should be made.  These types of scans were initially used in business organizations as a marketing strategy (Germano & Stretch-Stephenson, 2012; Katapol, 2014). Leaders of organizations must pay attention to changes in their environments; otherwise, their organizations may flounder or disappear in the competitive workplace.

**Methodology**

The methods used for conducting this literature review include keyword and subject searches utilizing several databases.  The San Jose State University Library, *Information Science* *& Technology with Full Text* database, *ABI/INFORM*, and *Google Scholar* databases were searched.  Literature related to environmental scanning and related materials including SWOT analysis were also examined.  Investigating the subject of environmental scanning revealed many useful articles indicating a growing interest in this topic.

**Approaches**

The article, “Strategic Value Planning for Libraries,” by authors Michael A. Germano and Shirley M. Stretch-Stephenson, examines the benefits of libraries adopting this type of plan.  The authors also explain how to create a strategic value plan, which develops in this order: “environmental scan,” “leadership established vision,” “define mission,” determine organizational values and cultural shifts needed,” “establish tactics and milestones with timeline,” and “execute” (Germano & Stretch-Stephenson, 2012, p. 77).

Libraries can benefit from doing a strategic value planning to better communicate with and serve their patrons.  The environmental scan can be used to show an organization the direction they want to go in terms of goals and how their measurements.  “Environmental Scan: Influence on Strategic Direction,” features a case study of an environmental scan on a facilities management organization and how it has helped with their strategic direction.  Donald Chrusciel (2011) defines environmental scan as “the process of utilizing a survey instrument to obtain input from an organization’s leadership and the occupant’s leadership to evaluate both current service environmental scan as well as provide insight into possible future expectations ” (p.8).

In “Environmental Scanning: an Environmental Tool for Twenty-first Century Librarianship,” James Castiglione (2008) discusses the importance of environmental scanning as a managerial tool for library professionals. Library professionals need to “proactively assess scans and respond to change in the technological, demographic, economic and social environments” (Castiglione, 2008, p. 528) for their libraries to remain relevant to stakeholders. The library field is rapidly changing, and professionals who ignore changes and/or do not cultivate innovation and invention will miss out on opportunities to develop valued services. Environmental scanning is not a one-time event, either. It should be a continuous process, built into the library’s work culture and not just done sporadically. A successful environmental scan, furthermore, necessitates gathering from a wide range of information sources, including those outside of the library profession. It should involve getting information from both external (conferences, the internet, books, journals) and internal sources (personal contacts, committees/meetings).

Castiglione (2008) recommends that environmental scanning be done not just by individual libraries, but also by library associations. According to Castiglione, a coordinated environmental scanning effort, where a consortium of library associations work together to understand “the impact that emerging technologies will have on our professional activities” (2008, p. 534), would be immensely beneficial to the profession as a whole. Not only would individual libraries gain more awareness of areas of change and improvement, but the entire library profession would benefit from the same.

Roberta L. Shaffer’s (2014) “From Inertia to Innovation: Information-based Organizations in the Age of Intelligence” emphasizes an organization’s need for constant change and adaptation. According to Shaffer, organizations that are insular, inflexible, and unwilling to adapt to change are doomed to failure. Innovation is critical to the success of any institution, as well as society as a whole. Without new ideas, inventions, and change, organizations become stagnant.

Shaffer (2014) describes the seven stages of innovation: inquiry (environmental scanning), instigation (an event or series of events that leads to questioning a practice), insight (recognizing the opportunity for change), initiation (the point where a decision is made to react to information found during instigation), imagination and inspiration (looking at all options and taking inspiration from those who have innovated before), and enlightenment (innovation is internalized or becomes part of the company’s culture). The key to successful innovation is to think beyond traditional borders, including “whom the customer is, where the staff works, how the service is provided, where and how assets are managed, and how value is measured” (Shaffer, 2014, p. 147). One way of doing this is by conducting an environmental scan, which will illuminate problem areas that are ripe for new ideas and innovation, which then leads to a successful and sustainable organization.

In “Managing Change with Environmental Scanning,” Patricia Katapol (2014) recommends leaders focus on their fields, or “all the other organizations that can affect [their] organization” (p.2). For librarians, she suggests they examine the YBP Library Service, the ALA, along with federal and state educational departments. Katapol further advises library leaders to gage the ideas of those who are not necessarily employed in libraries but rather higher education administrators, for instance. Also, managers must ponder situations that could occur in the future, seek information from a wide variety of sources, and reflect on potential situations more than answers. Finally, she believes managers or leaders must engage in conducting SWOT studies, stepping out of their offices and talking to their workers, “take a systems view of the world around [them]” (Katapol, 2014, p.5), and assign the components of the environmental scan to their staff for their input.

“Environmental Scanning and the Information Manager” explores best practices for an organization’s environmental scan, as well as how the organization’s librarians can play a role in the process. James Newsome and Claire McInerney (1990) present steps to follow that will allow an organization to plan and respond to any hazards or opportunities they may face. Their model for planning includes nine steps:

1) selecting the people to be the scanning team; 2) selecting the resources to regularly scan; 3) choosing the criteria by which to scan; 4) scanning the selected resources while staying open to other information sources; 5) identifying signals that forecast potential new issues; 6) selecting the key events, issues, and trends discovered; 7) monitoring and analyzing the events, issues, and trends for further developments; 8) disseminating the information scanned and analyzed; and 9) deciding upon the appropriate organizational response. (Newsome & McInerney, 1999, p. 287).

The authors encourage the organization’s librarians to be a part of this discussion. Not only will it make the library more visible throughout the company and connect the information acquisition process to the organization’s decision making, but also it will provide librarians with inside information about trends, new technologies, and innovative managerial methods.

“The Art of Scanning the Environment,” an article written by Chun Wei Choo (1999), clarifies many of the important concepts related to environmental scanning beginning with subject research results, environmental scanning modes, and concluding with a core set of best practices for the scan process. Chun Wei Choo equates environmental scanning with information acquisition.  Choo further explains environmental scanning as a distinctive but complementary relative to competitive and business intelligence, with the obvious difference being that competitive intelligence analyzes competitors’ actions and behaviors, while environmental scanning includes this component, along with “information on suppliers, customers, technology, economic conditions, political and regulatory environment, and social and demographic trends” (Choo, 1999, p. 21).

In addition, Choo’s (1999) article details the current research on environmental scanning and describes four major categories, including situational dimensions, organizational strategy and scanning strategy, information needs, seeking and use, and finally managerial traits. Choo defines the situational dimension as “the effect of perceived environmental uncertainty” (1999, p. 22). Organizational and scanning strategy refer to the overall business plan and the effects of scanning frequency and type.  The information needs, seeking, and use sector relate to and reveal where to focus scanning.  Managerial traits that affect scanning are cognitive, however, and Choo points to this sector as one in need of further research. An important point relates the success of organizational performance to include not only the environmental scan but also an integrated strategy. Choo also designates four scanning modes for collecting information during the scanning process, including undirected and conditioned viewing, and informal and formal searching. Undirected viewing means observing through broad or undirected channels.  Selective or conditioned viewing involves discriminatory actions for subject selection and information type.  The searching modes, informal and formal, relate to query formation and specificity. Interestingly, the modes increase sequentially regarding both information usage and specificity beginning with undirected viewing, conditioned viewing, informal searching, ending with the formal search mode.

The article ends with guidance for planning and using the information gathered from the scanning process.  Even though Choo (1999) recommends treating the environmental scanning process as a “research and development program” (p. 23), the scan still should be conducted formally, enlisting the help of IT specialists in formulating the scanning system.  While emphasizing the management of the information gathered, specifically the needs, acquisition, organization, storage and use, Choo acknowledges the artistic challenges lies in participants’ ability to create innovative interpretations and implementations for organizational improvement.

**School of Thought**

The environmental scan and analytical results provide a more in-depth understanding of what is missing and needed in an organization as well as the basis for the strategic value plan (Germano & Stretch-Stephenson, 2012).  Chrusciel (2011) states, “The environmental scan examines the continued need for provided services, and the quality of those services, as well as solicits input from decision makers within the customer base to identify potential future needs” (p. 7).

“Scanning Actions and Environmental Dynamism” addresses how an organization’s environment affects its scanning and information gathering processes. The authors, Jill R. Hough and Margaret A. White (2004) perform a study to discover which environment (dynamic/unstable, stable, or moderate) is most likely to prompt an information gathering scan. They begin by discussing conflicting theories on this effect. One school of thought theorizes that scanning will decrease during both high and low levels of certainty. More recent studies, however, suggest moderate environments will cause a decrease in scanning.

With these conflicting theories in mind, the authors conducted a study of 216 senior managers and executives from a Fortune 100 company. In addition to observing decisions made throughout simulated scenarios, they also recorded backgrounds, job responsibilities, and information gathering preferences to account for personal differences throughout the study. Their results showed the relationship between the environment and scanning practices varied depending on the manager’s responsibilities. Managers who identified as product development directors or vice presidents were more thorough when scanning moderate environments rather than stable or dynamic environments. Conversely, sales and marketing managers seek more information during stable and dynamic environments than during moderate environments. The authors account for these differences with the life cycles of the respective departments. To product development, moderate environments offer growth potential with less risk. To sales and marketing, stable environments generate opportunities to discover ways to keep their product relevant. The authors conclude their study by suggesting that companies recognize the curvilinear relationship between environments and information gathering. Also, they emphasize that the relationship will differ between departments, encouraging companies to embrace these differences to successfully allocate their resources and support.

**Gaps, Biases, and Weaknesses**

Katapol (2014) cautions some leaders feel so overwhelmed by the amount of information they disregard it, which will hinder their ability to successfully scan their workplace environments. Quite possibly, this opinion could prove serious, if sudden financial problems happen to materialize.

The environmental scanning process can be challenged by several issues, Many of these issues directly relate to and result from the technological advancements scan in modern society.  According to the article, “Environmental Scanning: Radar for Successful Scans,” these issues include the high volume of information found (Albright, 2004).  The magnitude of information creates the potential for missing important points, including information sources as well as timeliness.  During the planning stage to avoid these pitfalls, the sheer volume of information must be taken into account. Albright (2004) points out that focus should also be centered on organizational improvement rather than as a defensive measure to external influences. Keeping these challenges in mind during planning and execution will help ensure a successful outcome for the environmental scan.  Choo (1999) says that coordinated monitoring decreases the chances of duplicating results as well as increasing efficacy overall.

Likewise, Chrusciel (2011) mentions a limitation in his research: people conducting the research can be biased if they are part of the organization they are studying. While generalizing the findings based on the biases, the researcher could also display bias on the focus and data interpretation (Chrusciel, 2011; as cited in Isaac & Michael, 1997). Therefore, there is no discussion on the findings and outcomes of the research in the article. The research focuses on the value and use of the environmental scan (Chrusciel, 2011). The value of environmental scanning is a good tool to measure how an organization is doing and find areas for customer service and growth.

**Conclusion**

All of the literature in this review proves one crucial fact: organizations must conduct regular environmental studies to survive amid a changing world of business. Though these scans entail extra work for managers and staff, and could also be negatively influenced by irrelevant information and possible bias. Nevertheless, environmental scanning, if done properly, gives managers the ability to view their organizations globally rather than myopically.

**The Huntington Library, Art Collections, and Botanical Gardens Mission, Vision, and Value Statements**

**Mission and Vision Statement**

The Huntington Library, Art Collections, and Botanical Gardens (The Huntington) is a library and museum which houses special collections of art, manuscripts, rare books, as well as encompasses a research program for graduate and Ph.D. students, education to the general public through school outreach programs, events and talks, and has various botanical gardens that provide an aesthetic pleasure. The Huntington’s mission is to educate and provide information to its users through art exhibits, events, library use, research, and education. The patrons of the library consist of the general public, scholar, along with graduate and doctoral students. The Huntington’s vision is for the library to be used in every facet possible and remains a place that provides an environment and resource for learning; the general public enjoying the botanical gardens and discovering different flowers and plants, taking in art works displayed; students using the library for research, gaining knowledge in classrooms, auditoriums, and board rooms, including the recently added Steven S. Koblik Education and Visitor Center. The organization analysis of the Huntington will involve an environmental scan analysis incorporating a SWOT study that will also recommend strategic support implications for the library.

**Values**

The Huntington is an oasis for art, nature, and culture. We reinforce education by providing information opportunities to students, our members, and our community.

* We foster graduate education by opening our collection to researchers. Our extensive library assists global scholars deepen the knowledge.
* We encourage continued learning for our members. Offering exhibits, lectures, and performances allows our members to expand their understanding of the world at large.
* We demonstrate social responsibility by developing our community. Our collection preservation, water conservation, and philanthropy efforts build stronger local, national, and international communities.

**Environmental Scan**

**History and Demographics**

The Huntington, founded in 1919 by Henry E. Huntington, is a private, nonprofit institution that houses an extensive collection of rare books, art objects, manuscripts, and botanical specimens. A businessman with holdings in railroad, utilities, and real estate, Huntington was also one of the world’s premiere collectors of books and manuscripts, building a sizable collection throughout his life. In 1919, he and his wife Arabella transferred their home and collections to a nonprofit educational trust to create the Huntington Library, Art Collections, and Gardens (The Huntington, *About the Huntington,* n.d.). The organization serves over 500,000 visitors per year (The Huntington, *2014 Annual Report*, 2014).

Education is the main focus of the Huntington. Scholars—whom the Huntington refers to as “Readers”—from all over the world travel to their location in San Marino, California, to use the organization’s resources to study history, literature, history of art, and history of science. Daily scholar visits have averaged 78 readers per day, with 1,705 total scholars in residence. While the Huntington does not collect demographic information on their readers, it has noticed that more women (53%) use its collections than men (47%) (A. Blecksmith, personal communication, October 5, 2015). Through $1.6 million in grants, the Huntington was able to accept 179 scholars into their Reader Fellowship program. Twenty-five percent of their fellows are foreign scholars from eight other countries (The Huntington, *2014 Annual Report*, 2014).

The Huntington also serves the local community in their education efforts. Approximately 27,000 students have gone through its collections on school tours, including 1,400 first graders. Fourth-and- fifth-grade teachers participated in its summer training programs. The focus on lifelong learning has led to the organization hosting eight conferences, 19 lectures, and eight special exhibits, including a comprehensive exhibit on Junipero Serra (The Huntington, *2014 Annual Report,* 2014).

To best serve their patrons, the Huntington relies on volunteers to assist the staff. During their 2014-2015 fiscal year, over 1,000 people donate their time for a total of 62,000 hours of service (The Huntington, *2014 Annual Report,* 2014).

**Funding**

The Huntington is a private, nonprofit institute. It has an annual operating budget of $41 million (*Press release*, May 9, 2014) and an endowment exceeding $480 million as of the 2013-2014 fiscal year (*2014 Annual Report,* 2014). The Huntington has three major income streams, the largest of which is the endowment representing more than 42% of the total budget. According to the *2014 Annual Report*, the endowment grew from “$411 million to $463 million, a result of $15 million in net new gifts, plus earnings of almost $60 million, less $22 million in fees and spending.” The Huntington’s two other major revenue streams include earned revenue and contributions: revenues for 2014 exceeded the budget by $1.68 million and donations/fundraising totaled almost $40 million for fiscal year 2013-2014 (The Huntington, *2014 Annual Report,* 2014, p. 16).

In spending, the Huntington actually exceeded its projected budget. However, this was mostly because of recruitment fees associated with hiring a new president, as well as “unexpected repair and maintenance costs, such as fixing a break in the sewer line serving the café” (The Huntington, *2014 Annual Report,* 2014, p. 16).

**Economic Trends**

The Huntington has, in the past, depended upon its non-endowment income streams to help weather through rough financial patches. For example, during the 2008-2009 economic crisis, the Huntington’s endowment lost much value; however, contributions and revenue were healthy enough to fill in the gaps. Now that the economy is better, and now that the endowment is stronger, the Huntington plans to grow revenue and contributions in the future (Office of Communications and Marketing, 2014, p.16).

Part of this plan involves various improvements and construction to the Huntington. In January 2015, the Huntington will open a new store in the Steven S. Koblik Education and Visitor Center. At 5,000 square feet, it is twice the size of the previous store and will sell “a spectacular selection of gifts and books, apparel, toys, and home decor relating to The Huntington’s vast library, art, and botanical collections” (The Huntington, *Press release*, October 24, 2014). Also part of the Visitor center is a new coffee shop and full-service admissions and membership area. These improvements will attract visitors and increase revenue, which may in turn lead to more donations.

**Environment**

Covering 207 acres, the environment of the Huntington Library, Arts, and Botanical Gardens is a place that emanates peace and beauty with its luscious grounds of beautiful gardens, landscape and architecture.  In addition to the botanical gardens they have three art gallery buildings, which consist of American art, European art, and the Boone gallery as well as a tea room and café (The Huntington, *Map of the grounds*, n.d.).

The Munger Research Center attracts scholars and doctoral students who have applied and been accepted by the Huntington to come and use their reader rooms to research the collections.  The center also stores special collections of rare books, magazines, manuscripts, maps, print, and photographs (The Huntington, *Library*, n.d.).

The other part of the center is for preserving and conserving the collections and digital imaging.  The newest addition to the Huntington is the Steven S. Koblik Visitor and Education Center, which entails coffee shop, café, The Huntington Store, celebration garden, Mapel Orientation Gallery, Rothenburg Hall, Frances and Sydney Brody California Garden, June and Merle Banta Education Center, Haaga Hall, and Stewart R. Smith Board Room (The Huntington, *Steven S. Koblik Visitor and Education Center*, n.d.).

The botanical gardens consist of 120 acres on the property.  In addition to the botanical gardens there is the Japanese, Chinese, and a children’s gardens.  Due to the drought epidemic in California, the city of San Marino has set a city ordinance on regulations regarding water conservation (City of San Marino, June 2, 2015).

The Huntington library has taken immense measures to keep in line with the regulations and to conserve water.   After changing all its old watering systems to a more technical system conducive to saving water, the library has also added mulch to plant beds and to water more deeply into the ground and not as often has helped to conserve water.  The Huntington gets its water from a well that is connected to the Raymond Basin aquifer.  The new plants are ones that need a small amount of water.  The Huntington began reducing the lawn areas starting in 2013 and will continue to remove the lawns in the non-public access areas. Additionally, the library continues to partner with the community and educate the public regarding water saving information such as tips, lectures, addressing concerns in the community (The Huntington, *Water Conservation*, n.d.).  The Huntington strives to be a place for public visitors and scholars alike through their education programs, art galleries, and vast areas of botanical gardens.

**Sociocultural Factors**

Located only 12 miles from Los Angeles, in the San Gabriel Valley suburbs, the city of San Marino can serve as a respite for Los Angelinos and visitors alike. The average resident is 46.4 years old (*San Marino, California*, 2015). According to the 2014 U.S. Census Bureau, San Marino has approximately 13,423 residents. Women make up slightly more than half of the city’s population. Statistics for 2010[[1]](#footnote-0) estimated 53.5% Asians followed by 41.3% Caucasians and then 6.5% Hispanics comprise the city’s population. Nearly 53% of the population speaks another language in addition to English while at home 2009-2103 statistics reveal. Statistics from this timeframe also show that almost 73% of residents are college educated (U.S. Census Bureau, 2015).

An affluent community, the average home value in 2013 was over $1,000,000 (*San* *Marino, California*, 2015). Almost 90% of the residents own their own homes. In 2009-2013 the average per capita income was $76,240; the average household income was $131,758 (U.S. Census Bureau, 2015).

The most common industries in San Marino are professional, scientific, and technical along with “health care and social assistance.” Slightly over 20% of the residents are employed in managerial positions while 16% are healthcare professionals. Fifteen percent work in sales (*San Marino, California*, 2015).

Nestled in the heart of scenic and quiet San Marino, the Huntington Library, Art Collections, and Botanical Gardens are easily accessible to visitors due to public transportation and its proximity to area freeways. It is also attractive to visitors to Los Angeles because of its nearness to the popular tourist destination. Residents of southern California frequent the facility for many reasons, including its beauty and holdings. The closest colleges and universities to the library are located in nearby Pasadena: Pasadena City College and the California Institute of Technology, among others. Other nearby campuses include California State University, Los Angeles and Occidental College. The library draws students from colleges and universities across the area as well. In conjunction with the University of California Riverside, the Huntington will assist in hiring two English, art history, or history professors in 2016, allowing them to also conduct research at the facility (Gordon, October 14, 2015, p.B4).

**Political Influences and Trends**

The local government in the City of San Marino consists of a five member city council elected for four year terms. Pertaining to water usage amounts and watering hours, City Ordinance Article 16 (n.d.) regards voluntary water conservation measures in place for times of drought. It, additionally, allows for changes in response to water supply changes.

The Huntington has a water conservation plan in place, however, it is imperative to remain vigilant to any issues that may affect a change in the status of laws and/or regulations at city, state and federal levels. The water regulations and all aspects of the scanning process dealing with policies, legislation, and regulations should remain an open, ongoing process and involve close interaction between Huntington board members and legal team members, with respective local, state, and federal constituents.

**Legislative and Regulatory**

In June of 1788, Article I, Section 8 of the United States Constitution gives Congress the power to “[p]romote the progress of science and useful arts, by securing for limited times to authors and inventors the exclusive right to their respective writing and discoveries.” This article marks the beginning of copyright. There have been many amendments since then, and the progress of copyright laws has paralleled growth of the art world and changed in response to technological advances that have affected artists and authors rights. Copyright laws are important to consider for all the divisions at the Huntington. The potential for copyright laws to impact the institution is high. The art division, for instance, may encounter copyright issues for reproductions or pictures of gallery art pieces, the research division for any collection items included in scholarly works, and botanical photographs also need permissions to be included in any published works. The Huntington Press is a major source of potential concerns for copyright infringement. Fortunately the institution employs an expert legal team along with a clear policy for obtaining rights for any collection items or scholarly works produced by the Huntington Press which have copyright status. Several state and federal acts and copyright studies may potentially change or affect the Huntington financially or legally, thus affecting acquisitions for the institution.

Currently, the United States Copyright Office has several ongoing studies relating to mass digitization and visual works, both of which provide a high degree of relevance for the Huntington. These are called active policy studies that allow for discourse by, for, and about copyrights for these specific subject areas. The study on mass digitization is involves the rights of copyright owners and their protection in mass digitization projects. The visual arts study directs the registration process for photographs and other visual arts. Both of these studies have possible impact to the Huntington through the art collections, the educational websites, Huntington Press publications, and the electronic mission records or the early California population project, all of which are copyrighted in some form.

The Resale Royalty Act (California Civil Code Section 986) was found unconstitutional in May of this year by the Ninth Circuit Court of Appeals. In 1977 this law was first enacted in California to establish any sale of artwork to include compensation to the artist. The sale includes those involving art galleries and museums and incorporates resale transactions as well as primary purchases. This law can affect future art acquisitions purchased by the Huntington, particularly those involving royalty payments to artists.

Introduced by Senator Patrick Leahy, the Artist-Museum Partnership Act will allow artists to donate their artworks to museums or other institutions in return for a fair market deduction for tax purposes. The current law only allows deductions for the cost of materials used in the production of the work. If the law is passed, it would create a better environment for artists to donate to the Huntington. Artists will be more willing to donate their work when they know they will be compensated equitably for not only the materials but also the time and creative effort put into the work.

The American Royalties Too Act is now being considered by both House and Senate Judiciary Committees. This act is concerned with copyright for authors of visual arts, including photos and other visual art which is sold in auctions. Giving artists’ the right to collect a percentage of the purchase price upon sale of the item, the act also exempts those works which are made for hire or have transfers of copyright ownership. This act, furthermore, could affect future art acquisitions for the institution.

**Vendors**

The Huntington works with a lot of vendors in purchasing collections as well as receiving their collections through donations with the help of the Library Collectors’ Council and the Art Collectors’ Council.  The council consists of a group of major donors who help with the directing and deciding of what items to purchase or accepting of donations to be part of the library’s collection (The Huntington, *Art Collectors’ Council*, n.d.; *Library Collectors’ Council*, n.d.). According to Blecksmith, “The library director does an excellent job of keeping in good relations with the overseers and various councils connected to the library.  They are focused on the library’s best interest” (personal communication, October 5, 2015).

The purchasing process for collections varies, and the staff does not place one large order for books and other documents. It does not manage the collection development online yet still works with several major vendors. The Huntington collector’s council hosts a dinner in which the curators give a presentation and purchases are sometimes made (A. Blecksmith, personal communication, October 5, 2015).  For acquiring collections, the library relies on donations and the Library Collectors’ Council and Art Collectors’ Council. The list of acquisitions mentioned on the Huntington website dates back to 2008 for the Library Collectors’ Council and 2007 for the Art Collectors’ Council (The Huntington, *Art Collectors’ Council*, n.d.; *Library Collectors’ Council*, n.d.;).

**Competitors**

The Huntington Library considers the following institutions their competitors: Bancroft Library at UC Berkeley, Folgers Shakespeare Library, and Beinecke Rare Book & Manuscript Library at Yale University, and The Newberry – Chicago’s Independent Research Library. They all feature similar collections to the Huntington Library.  The Folgers Library offers the same policy access as the Huntington. Usually the libraries contact each other for questions regarding information on collections (A. Blecksmith, personal communication, October 5, 2015).

The Huntington Library also competes with university libraries regarding technological services.  For example, at the Huntington, limited internet service is available in the Reader Services Room, which only accommodates a small number of people, though university libraries can accommodate Wi-Fi service for everyone. Limited internet access has been an issue that the Huntington is planning to resolve in the next year or so by upgrading Wi-Fi accessibility by adding wireless services throughout the entire Huntington property, especially in the Reader Services department so students and staff can access the internet from any part of the building as well as inventorying their collections from their computers (A. Blecksmith, personal communication, October 5, 2015).  Doing so will improve user services as well as raise the quality of its technological accessibility.

**Technological Developments**

Over the last year, the Huntington has worked to increase its technological resources. In February 2015, the Huntington “implemented online scheduling for registration and renewal appointments using a web-based platform,” which makes it much easier for visitors to schedule visits and register with the Huntington. In addition, it streamlines the Huntington’s workflow and frees staff to work on other projects (The Huntington, *Annual Report 2014-2015*, n.d., p. 2).

The Huntington also introduced LibAnswers, a system designed to make answering, tracking, and quantifying reference questions easily and quickly. Researchers can email and text questions to Huntington library staff, and staff can use those questions to build a Frequently Asked Questions list to publish online (The Huntington, *Annual Report 2014-2015*, n.d., p. 2).

According to Blecksmith (2015), the Huntington’s new strategic plan will focus more on technology. The Huntington staff wants to create LibGuides, find new resources to heighten searchability of the collection, and clarify components of the catalog for users’ understanding (personal communication, October 5, 2015).

**SWOT Analysis**

**Strengths**

The Huntington is a large institution with a great number of qualities that are considered strengths. It has a proven reputation for being an excellent research and educational facility with has engendered many strong partnerships with universities and scholars worldwide. Further, this excellence has also extended to development of good relations with vendors and competitors. Through this relationship with vendors, and because of its solid reputation, they have continued to receive donations and endowments to the organization. This allows them to continue to develop its collections, create new buildings and landscapes, as well as grow in its resources and establish new programs to educate the public. The Huntington’s partnership with the city of San Marino regarding water conservation helps to educate the public and be a stable pillar in the community. The location of the Huntington, near Los Angeles, is also beneficial, for its proximity to a major metropolitan city.

The presence of an on-site legal team serves to strengthen the Huntington by affording valuable legal advice when needed. Clear copyright notations for the collection exist, including the educational website, art collections, Huntington Press publications, and the early California population project. While most scholars and researchers will already understand the importance of citing and copyright legalities, clearly delineated copyright notations helps those who may not have a certain understanding of the process. The Huntington website covers citation formatting for materials, including manuscripts, photographs, and printed materials, as well as an online application for permission to publish images from the collections. Online access to these materials allows ease of access for all who work with the collections and also creates good documentation for any potential legal issues regarding copyright.

Due to the large size of the Huntington, many opportunities exist for sharing the unique historical reference, documentation, art, and botanical garden selections with the public, scholars, and researchers. Through educational publications and reader membership services, the Huntington accomplishes this sharing of these selections very well. The history of the Huntington also contributes to its strength. Acquiring both the facility and collections from Henry and Arabella Huntington allowed the institution to begin immediately serving their patrons upon organization.

Furthermore, the Huntington also has a sizeable endowment in reserve should another financial crisis occur or should its revenue or contributions decline from previous years.

**Weaknesses**

The breadth of the collection can also be considered a weakness due to highly intensive demand for caring for a collection that enormous. Many of the items in the collection require special conditions for storage and preservation. In addition, there are storage area demands for those items that may not require specialized care but must be accessible for research purposes.

Another weakness is the Huntington Readers Services department is having to turn away researcher applicants because it does neither has the collections the research needs nor it cannot give the support the researcher seeks (A. Blecksmith, personal communication, October 5, 2015).

The organization’s lack of demographic information on its users is a weakness for the group. While it is currently able to fill reader’s needs, not having that information could mean the library is not updating its collection to include relevant items for future users.

Weaknesses exist relating to technology, particularly in regards to the catalog and the collection. Consequently, the current catalog set-up is confusing to researchers to understand and the collection as a whole is not as searchable as it should be (A. Blecksmith, personal communication, October 5, 2015). The Huntington, furthermore, does not offer free, public WiFi.

**Opportunities**

Overall, while the institution remains very secure, some unique opportunities available to the Huntington could potentially generate more partnerships and grow the membership for the institution, thus impacting the collection. One such opportunity is mass digitization. Mass digitization can provide membership growth and preservation for historical archives and document preservation. Artwork also has the potential to be preserved digitally. Doing so would allow more access for scholars across the world through online databases. Furthermore, it would open the collections to expand its educational opportunities as well as preserve history in a digital format.

Another opportunity involves expanding the library collection to include more current materials and also materials that appeal to a broader group of researchers rather than only a few of them (A. Blecksmith, personal communication, October 5, 2015). As more partnerships are forged with universities, openings emerge for the Huntington to serve a new group of researchers and helping them in finding the resources they require. Collecting demographic information on their patrons would also allow the library to ensure it keeps its collection relevant to readers’ needs.

A financial opportunity is available through investing the Huntington’s endowment in profitable ventures. Now that the economic crisis of 2008-2009 has ended, opportunities exists for increasing revenue and contributions from the public and private donations.

**Threats**

Several notable threats could potentially affect the Huntington. First, southern California is prone to natural disasters, such as wildfires, earthquakes, and the powerful El Niño series of rainstorms predicted to impact the area in early 2016. Without careful disaster preparation by management, catastrophic damage could affect buildings, gardens, and collections at the Huntington. In addition, natural disasters always bring a possibility of injuries, and even fatalities, to visitors and staff.

As the collections continue to grow, finding space to house them becomes problematic. Due to the severe drought in California, the library is having to continue to figure out ways to keep their plants that demand constant watering healthy and alive, especially since some of them have been planted a long time ago or are rare specimens.

The Constitution allows for changes in response needs that occur in our country. Now Congress is dealing with many potential laws that could influence copyright for the holdings in the museum and library. Any laws or legislation relating copyright and royalties for artist will have to be addressed with the legal team, which may be forced to change policies respective to the area the prospective law addresses. This threat is one that demands constant attentiveness and responsiveness. Along with the staff, the legal team must remain vigilant, and when required, proactive by developing and maintaining a solid relationship with governmental constituents.

**Conclusion**

The Huntington Library, Art Collections, and Botanical Gardens enrich the minds of visitors and scholars. Though challenging at times, the library wisely and effectively conducts environmental scans to maintain its growth. The environmental scan and SWOT analysis will provide information for continued evaluation in the second part of this analysis. An annotated bibliography detailing more environmental studies will reveal further areas the library must address to maintain its worldwide reputation for cultural excellence

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1. At this time, 2014 demographics about the populace are not available for the city of San Marino. [↑](#footnote-ref-0)