



# South Central Regional Library Council

Make Smart Connections.

# PLAN OF SERVICE 2021-2026

*Creating Our Best Future Together*



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## MESSAGE FROM THE EXECUTIVE DIRECTOR

On behalf of the Board of Trustees, Plan of Service Design Team, staff, advisory committee members, and SCRLC members who provided input, I am pleased to present our *Plan of Service 2021-2026: Creating Our Best Future Together*.

This *Plan of Service*, which was developed with extensive input from the membership, will guide the Council in the development and implementation of programs and services over the next five years. It contains the corresponding goals that we hope to accomplish, and also some of the broader trends that will present challenges and opportunities for libraries and cultural organizations in the years ahead.

In conjunction with the *Plan of Service's* development, we re-articulated our vision, mission, values, and strategic directions. It isn't that we suddenly have a new mission or that our values have changed, but we have restated them to reflect inclusivity and sustainability in all that we do as a multitype library organization.

Of course, the *Plan of Service* was developed during a pandemic that has been characterized by high levels of uncertainty and fundamental questions. How do we best serve and support our members through this? How do we safely reopen? What about the impact on our budget? How do we create a five-year plan in the middle of a pandemic?

Although the way we developed the *Plan of Service* was altered, i.e., Zoom community conversations rather than in-person ones and completely remote Design Team meetings, we developed a solid, flexible plan that will carry us through five years.

This plan, like those before it, offers many opportunities for SCRLC members to engage and innovate with us, e.g. through projects including digitization, learning opportunities, networking meetings, services like Ask the Lawyer, advisory committees, Board participation, task groups, etc.

Best wishes,

Mary-Carol Lindbloom, Executive Director

## SCRLC BOARD OF TRUSTEES

James Galbraith, <i>President</i>	Binghamton University
Keturah Cappadonia, <i>Vice President</i>	Southern Tier Library System
Kristin Dade, <i>Secretary</i>	Cornell University
Sarah Glogowski, <i>Treasurer</i>	Finger Lakes Library System
Megan Biddle	Four County Library System
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Gabriela Castro Gessner	Cornell University
Julia Ianello	Otsego Northern Catskills BOCES SLS
Jean Jenkins	Lourdes Hospital
Marge Kappanadze	Elmira College
Fiona Patrick	Corning, Inc.
David Stevick	Houghton College
Brian Sullivan	Alfred University
Nicole Waskie-Laura	Broome Tioga BOCES SLS
Karin Wikoff	Ithaca College

## SCRLC STAFF

Mary-Carol Lindbloom	Executive Director
Molly Brown	Outreach Services Librarian
Diane Capalongo	Service Center & Administrative Manager
Danna Harris	Fiscal Services Manager
Claire Lovell	Digital Services Librarian
Jessica Philippe	Member Engagement Librarian

## PLAN OF SERVICE DESIGN TEAM

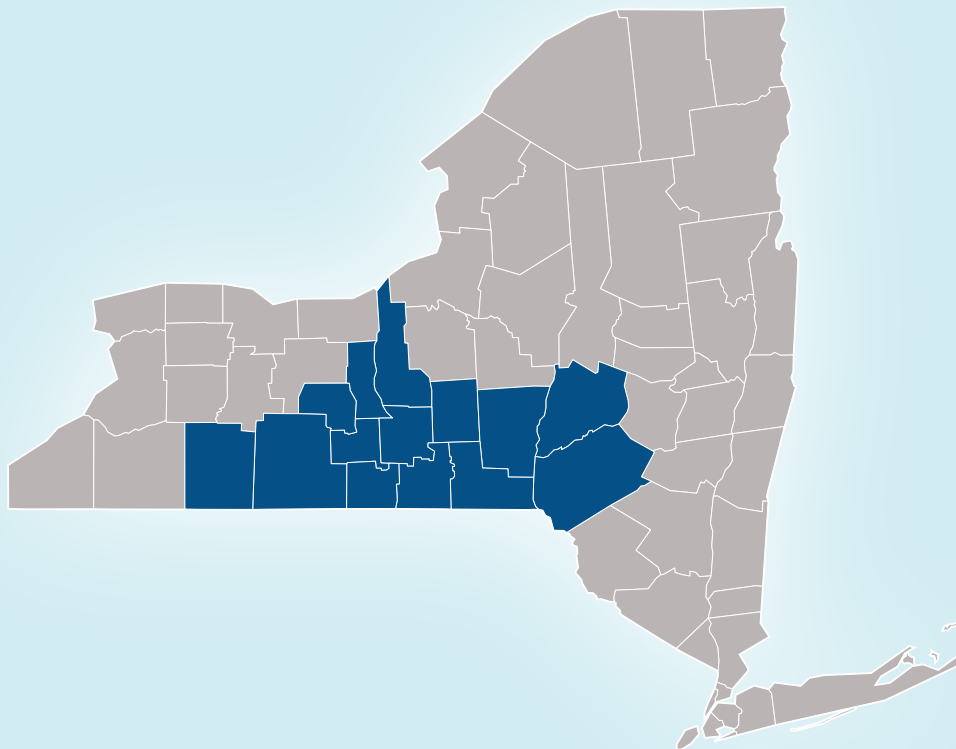
Camille Andrews	Cornell University
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Nora Burrows	Finger Lakes Library System
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Julia Corrice	Cornell University
James Galbraith	Binghamton University
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Jean Jenkins	Lourdes Hospital
Margaret Kappanadze	Elmira College
Jennifer Kronenbitter	SUNY Cortland
Kevin Reynolds	Corning Museum of Glass
Karin Wikoff	Ithaca College

## INTRODUCTION

*“Access to knowledge is the superb, the supreme act of truly great civilizations. Of all the institutions that purport to do this, free libraries stand virtually alone in accomplishing this.” – Toni Morrison*

South Central Regional Library Council (SCRLC) is one of nine regional, non-profit multitype library consortia of New York State. Headquartered in Ithaca, SCRLC serves libraries and other cultural organizations across 14 counties and 10,044 square miles. The counties are Allegany, Broome, Cayuga, Chenango, Chemung, Delaware, Cortland, Otsego, Schuyler, Seneca, Steuben, Tioga, Tompkins, and Yates, which comprise the un-ceded homelands of the Cayuga, Onondaga, and Seneca peoples of the Haudenosaunee Confederacy. The region also includes Susquehannock and Lenape lands in the south/southeast corners of the region.

SCRLC was chartered on May 25, 1967, by the New York State Board of Regents “to improve reference and research library services within the area, and to promote inter-library cooperation in the use of such resources.” Member organizations include academic libraries, historical societies, hospitals, museums, public libraries and public library systems, school libraries and school library systems, and special libraries.





## SCRLC'S VISION, MISSION, VALUES, AND STRATEGIC DIRECTIONS

### VISION

South Central Regional Library Council envisions a future where all people who live, work, and study in our communities have equitable and reliable access to information and sustainable resources available anywhere, anytime, and are competent in all literacies. To achieve this vision, our member organizations include and welcome all people, and are valued and well-funded community partners, central to those they serve. In this envisioned future, environmental sustainability is central to our mission and practices.

### MISSION

South Central Regional Library Council empowers our members through advocacy, networking, resources, and professional development; and by supporting diversity, innovation, and collaboration to strengthen their ability to serve their communities and promote environmentally sustainable practices.

### VALUES

- **Advocacy** that increases members' visibility and their role and importance in society.
- **Collaboration and networking** that supports and advances the ability of SCRLC members to meet their users' needs, and that engages all members in SCRLC leadership, collaborations, programs, services, and beyond.
- **Diversity, inclusion, and justice**, which recognizes that these are essential for equity for historically oppressed and marginalized groups of people, and that values anti-racist work and social movements that support equity for all.
- **Equity** that provides access to inclusive information (from historical materials to digital content), services, and spaces for all of our communities and healthy and diverse work environments that nourish the mind, body, and spirit for our members.
- **Innovation and future-forward thinking** that provides effective programs and services and continually identifies opportunities and uncertainties, imagining and co-creating our future in partnership with our members.
- **Learning** that is responsive, relevant, engaging, and transformational.

## SCRLC'S VISION, MISSION, VALUES, AND STRATEGIC DIRECTIONS

### STRATEGIC DIRECTIONS

The *Strategic Directions* succinctly articulate our vision, mission, and values, which will lead to their realization. They are woven into our Program & Services *Goals, Activities, and Intended Results* that appear in the following pages:

South Central Regional Library Council:

1. advocates for its members.
2. cultivates learning.
3. serves as a catalyst for diversity, equity, inclusion, justice, and sustainability.
4. facilitates partnerships and collaboration.
5. encourages innovation and future-forward thinking.

## DEVELOPMENT OF THE PLAN

Needs assessment documents and analyses associated with developing the Plan of Service are located at [www.scrlc.org](http://www.scrlc.org) under Council Documents: *Plan of Service 2021-2026 Needs Assessment Documents*. The documents include:

- **Members' Survey.** In November 2020, SCRLC conducted a survey of the membership. 83 respondents participated, representing 45 different institutions.
- **Regional Conversations.** Nineteen SCRLC members participated in six regional conversations.
- **A draft plan of service** was released for comments by the membership.

Additionally, the process included advisory committee meetings, networking meetups, field visits, and survey assessments as follows.



## OUR ENVIRONMENT: CHALLENGES AND OPPORTUNITIES

It is a transformative time for libraries. In the midst of a global pandemic, a volatile economy, systemic racism and mistrust, environmental concerns, and technological advancements, it can be challenging to envision what the future holds. By looking at the macro environment, we can consider which elements are experiencing growth, constraint, collapse, or transformation. We surveyed the membership to identify the most impactful trends in their organizations today and reviewed literature to inform our thinking, including the 2020 Educause Horizon Report; the American Library Association's (ALA's) Center for the Future of Libraries; and ACRL's 2020 Top Trends.

### LEARNING-RELATED TRENDS

Many learners adjusted to **online education** during the pandemic. An understanding of [critical digital pedagogy](#) is essential to doing this well. Librarians rapidly pivoted to online teaching and reference work, and have adopted **connected learning** tools, which bridge formal education with interactive learning in spaces outside of school and create peer-supported learning environments. Significant increases in depression, anxiety, sleep disorders, and other issues have brought attention to **student wellbeing** in P-12 and college, alike. The pandemic has exacerbated this issue with the disruption of "normal" classroom learning. Libraries are finding unique opportunities to offer holistic programs and services to improve student wellbeing.

### TECHNOLOGY TRENDS

The pandemic highlighted the **Digital Divide** as schools closed and teachers, librarians, and students adapted to online learning. Those who lack access to digital technology and skills face barriers to inclusion. Libraries are vital to digital inclusion by lending hotspots and extenders or offering training to learn new technologies. **Streaming media** is of growing importance but has barriers including cost, accessibility, and licensing restrictions. **Evolving integrated library systems** are also a concern, as there are numerous changes, mergers, and costs that require training, time, and money at a time of flat or shrinking budgets. Additionally, the pandemic created supply issues and members may have challenges acquiring new equipment or see increased prices over the next couple of years.





## OUR ENVIRONMENT: CHALLENGES AND OPPORTUNITIES

### RESEARCH-RELATED TRENDS

**Open educational resources**, or freely licensed learning materials, have become even more important, with the sudden shift to remote and online teaching and learning during the pandemic. The broader **open access** movement and its several varieties have not been without controversy. **Privacy shifting and data protection** are key concerns, given changing norms, new technology, and data collection practices, and commercial policies that further encroach on users' personal data. Libraries will continue to play an important role in protecting users' privacy and helping them to become digitally literate in a rapidly changing technological environment. **Design-thinking**, a human-centered research and problem-solving method, could help libraries meet future challenges with empathy and creative solutions.

### SOCIAL AND ECONOMIC TRENDS

The pandemic accelerated many societal trends including widening **income inequality**. Despite increased income inequality, after a number of pandemic-related factors, 2/3 of the American workforce is looking for new jobs in what is being called "The Great Resignation." Increased **urbanization** continues and according to 2020 census data, there was a significant population loss in all of our 14 counties, except Tompkins. Many societal trends have underscored the importance of **resilience** and the ability to recover from or adapt to disruptions. Our members' resilience is being tested, and many more systemic challenges that are out of our control may lie ahead.

### PEOPLE-RELATED TRENDS

**Social justice and critical librarianship** are key areas across our member libraries and cultural organizations. Recent years have highlighted the disproportionate impact of the pandemic on communities identifying as Black, Indigenous or People of Color. Wide disparities in health care, the digital divide, and inequity are finally being addressed. These factors, as well as continuing protests against police brutality and systemic racism, and an increase in political polarization and disinformation will continue to impact libraries. The future is uncertain, and **change management** skills are critical, particularly for library leadership, given the challenges of our ambiguous and fast-changing world.



## RESOURCE SHARING

*"The miracle is this: The more we share, the more we have." – Leonard Nimoy*

### COOPERATIVE COLLECTION DEVELOPMENT (CCDA) FOR ACADEMIC LIBRARIES

**Goal Statement:** Facilitate, for eligible academic libraries, a Coordinated Collection Development program that strengthens and makes available diverse, inclusive and free resources to all regional learners and residents. The resources should include authors and publishers from historically oppressed and marginalized groups.

**Intended Results:** SCRLC academic libraries' collections are diverse and are freely available to learners and residents throughout the region. Participating academic libraries receive funds and their collective buying power is increased. They are aware of changes in the collection development priorities of other regional participants in order to maximize the effectiveness of acquisitions decisions. Collections include authors and publishers from historically oppressed and marginalized groups.

**Evaluation methods:** The # and % of participants that submit applications and are satisfied with the process and help received. # of times participants reported changes through the discussion list. Qualitative data. # of discussion list responses on the topic. Monitor the discussion list for responses/no. of communications on topic. # and % of participants reported increased understanding of CCD.

### CATALOGING SERVICES

**Goal Statement:** NYS students, educators, lifelong learners, and residents efficiently discover materials held by SCRLC libraries.

**Intended Results:** NYS students, educators, lifelong learners, and residents discover materials efficiently.

**Evaluation methods:** Review of interlibrary loan statistics and circulation data. Qualitative data obtained through discussions with advisory committee members.

**Goal Statement:** Encourage members to adopt inclusive cataloging and metadata practices, and antiracist initiatives that eliminate biases and discrimination.

**Intended Results:** Descriptive metadata practices in our region are inclusive. These practices are upheld through learning opportunities and statewide cooperatives, e.g. New York Heritage, Empire EAD for finding aids.

**Evaluation methods:** Qualitative data and anecdotal evidence obtained through discussions with regional participants and other library workers.

## RESOURCE SHARING

### DELIVERY

**Goal Statement:** Support the efficient and fast delivery of interlibrary loan materials among SCRLC members and statewide.

**Intended Results:** Users receive interlibrary loan items quickly; members use information technology to meet the demand for fast service.

**Evaluation methods:** Number of communications and meetings during which delivery is discussed; qualitative data obtained through discussions with Resource Sharing Advisory Committee.

### INTERLIBRARY LOAN (ILL)

**Goal Statement:** Enable library users to efficiently and quickly obtain material not available in their local libraries.

**Intended Results:** Member libraries are supported in their regional ILL efforts to secure materials quickly for their users. Resource sharing staff are up-to-date on ILL best practices. Resource sharing section of SCRLC's website or LibGuide is a comprehensive resource for ILL staff.

**Evaluation methods:** # and % of ILL requests filled regionally; # of visits to the resource sharing section and LibGuide; # and % of ILL staff participating in relevant training activities; evaluation forms, surveys, qualitative data and anecdotal evidence obtained through discussions with advisory committees, regional participants, and other library workers.

**Goal Statement:** Explore regional and statewide opportunities to improve access to materials for all people.

**Intended Results:** Descriptive metadata practices in our region are inclusive resulting in discoverability; members are supported in their regional ILL efforts to secure materials quickly for their users. Resource sharing staff are up-to-date on ILL best practices.

**Evaluation methods:** # and % of ILL staff participating in relevant training activities; evaluation forms, surveys, qualitative data and anecdotal evidence obtained through discussions with advisory committees, regional participants, and other library workers.



## RESOURCE SHARING

### DIGITAL COLLECTIONS ACCESS

**Goal Statement:** Identify new collections that reflect historically oppressed and marginalized peoples and perspectives and unique regional subjects, and explore new material formats for inclusion, such as data sets and original research.

**Intended Results:** All people have access to more inclusive primary sources and other materials, representing our diverse region.

**Evaluation methods:** # and % of new collections added to NY Heritage.

**Goal Statement:** Adopt inclusive descriptive metadata practices for digital collections.

**Intended Results:** Descriptive metadata practices in our region are inclusive.

**Evaluation methods:** Completed development of a new guidelines document. Completed review of existing metadata. # and % of participants, surveyed, who use the guidelines.

**Goal Statement:** Explore regional digital preservation needs and provide regional access to and information about digital preservation solutions, including the Digital Dark Archives project.

**Intended Results:** Regional digitization preservation needs are met and access to a digital preservation system is provided.

**Evaluation methods:** # of libraries participating in the investigation and implementation of digital repository.

### MEDICAL LIBRARY SERVICES PROGRAM

**Goal Statement:** Utilize and distribute MISP program funds to member libraries to improve access to medical and health information.

**Intended Results:** NYS students, educators, lifelong learners, health care workers, and other residents have access to credible medical and health information.

**Evaluation methods:** # of ILLs placed by the hospitals and other libraries using MISP funds; amount of EFTS funds expended; # of searches and retrievals on health/medical databases provided via MISP; qualitative data provided by recipients of MISP funds.

## HOSPITAL LIBRARY SERVICES

*"Information is the lifeblood of medicine and health information technology is destined to be the circulatory system for that information." – Dr. David Blumenthal, physician and health policy expert*

**Goal Statement:** Serve the information needs of regional health care professionals through the provision of health and medical information, resources, expertise, and circuit librarian services to their hospitals.

**Intended Results:** Residents in the region have access to well-informed healthcare professionals. Healthcare providers have access to credible and diverse health and medical resources. Hospital library workers have up-to-date skills through learning opportunities.

**Evaluation methods:** Reports and statistics from the hospital libraries. Database use statistics. # and % of HLSP participants engaged in learning activities that report a positive outcome on evaluation forms. Qualitative data & input from HLSP Advisory Committee and field visits. Review of reports on the value of hospital libraries.

## EDUCATIONAL SERVICES

*"There is no such thing as a neutral educational process." – Paulo Freire, Pedagogy of the Oppressed*

**Goal Statement:** Ensure that diversity, equity and inclusion (DEI) are at the forefront of SCRLC's educational services.

**Intended Results:** SCRLC is a source for all library workers to learn about DEI issues and, in turn, ensures their organizations are inclusive and equitable. SCRLC amplifies the work of our BIPOC library workers and helps ensure they feel represented and included.

**Evaluation methods:** # of programs focused on DEI; # and % of BIPOC presenters; anecdotal evidence and assessment by BIPOC library workers as part of a wider DEI audit.

**Goal Statement:** Plan responsive programs to meet membership needs as they arise in a rapidly changing environment.

**Intended Results:** Regional library workers acquire skills and knowledge to provide relevant and appropriate services to library users in a VUCA (volatile, uncertain, complex and ambiguous) environment. SCRLC develops and delivers educational services based upon ongoing input from regional library workers. SCRLC facilitates collaboration amongst regional library workers.

**Evaluation methods:** # and % of participants engaged in learning activities that report a positive outcome on evaluation forms. Needs assessment surveys, qualitative and quantitative data, field visits.



## COORDINATED SERVICES FOR MEMBERS

### VIRTUAL REFERENCE

*"Google can bring you back 100,000 answers, a librarian can bring you back the right one." – Neil Gaiman*

**Goal Statement:** Facilitate participation in collaborative virtual reference service to enable member libraries to provide quality, relevant, and timely information services to their communities.

**Intended Results:** NYS students, educators, lifelong learners, and residents access quality information services anywhere, anytime.

**Evaluation methods:** Longitudinal use studies; # and % of participants engaging in the statewide Ask/Us 24/7 virtual reference service.

### DIGITIZATION SERVICES

*"To communicate the truths of history is an act of hope for the future." – Daisaku Ikeda*

**Goal Statement:** Facilitate collaboration and encourage participation within the region to provide a comprehensive digital history of South Central New York State.

**Intended Results:** Regional digital collections become more expansive and comprehensive. Regional libraries save time and have better access to resources for digitization projects. End users, especially educators and students, recognize NYHeritage as a source for comprehensive digital history of South Central New York State.

**Evaluation methods:** # of NYHeritage contributing participants; # and % of increase in collections and collection materials; # of website use statistics; # and % of members and prospective members who were contacted, encouraged, and assisted to participate in NYHeritage, NYS Historic Newspapers, and other ESLN digital initiatives; # of regional cultural organizations that participate.

**Goal Statement:** Provide information and training in the process of digitization, standards, metadata, access, and digital preservation, especially with a critical eye for inclusive description practices.

**Intended Results:** SCRLC will become a regional leader for providing guidance. Regional libraries are able to contribute more items to SCRLC digital collections. Discovery of cultural heritage materials is enhanced for NYS students, educators, lifelong learners, and residents.

**Evaluation methods:** # and % of increase in collections and materials; # of website use statistics; # of digitization training sessions and consultations with SCRLC members; # of existing records reviews and corrected for inclusive descriptive practices.

## COORDINATED SERVICES FOR MEMBERS

### DIGITIZATION SERVICES

**Goal Statement:** Act as regional liaison and advocate for SCRLC members to NYHeritage and other statewide digital initiatives.

**Intended Results:** SCRLC provides support and facilitation for members to make cultural heritage materials easily accessible online, leading to increased discoverability of regional materials both inside and outside New York State.

**Evaluation methods:** # of pageviews on SCRLC member materials. # of new collections from SCRLC members; # of SCRLC members represented in statewide initiatives, such as exhibits. # of SCRLC training sessions offered for statewide initiatives.

**Goal Statement:** Promote the rich digital content generated by SCRLC members through NYHeritage or other content gateways, especially as it relates to school curricula.

**Intended Results:** Regional cultural heritage materials are used by students, educators, historians, and lifelong learners to discover and celebrate New York State heritage.

**Evaluation methods:** Website use statistics and qualitative data.

### RESOURCES ACQUISITION AND ACCESS

*Re: Digital Inclusion: "It's no longer a luxury. This is serious. It's really a social justice issue. It's a 21st century civil rights issue." – Cheptoo Kositany-Buckner, deputy director of strategic initiatives at the Kansas City Public Library*

**Goal Statement:** Facilitate and enhance regional learners' and residents' access to information.

**Intended Results:** Users have access to electronic resources. The user experience and access to information & resources are improved. Members save time and money on electronic resources and other products.

**Evaluation methods:** # of regional access projects supported by SCRLC funds; # of searches and retrievals from electronic resources; member feedback; # of subscriptions handled; longitudinal study of participation in the various purchasing opportunities offered.



## CONSULTING AND DEVELOPMENT SERVICES

*"Bad libraries build collections, good libraries build services, great libraries build communities." – Dr. R. David Lankes*

**Goal Statement:** To facilitate the provision of expertise, advice, training, or referrals in specific areas of library leadership and operation, or customized teaching and services to members.

**Intended Results:** Members receive tailored, relevant assistance helping to improve their library services or identify solutions to their challenges and issues.

**Evaluation methods:** Feedback from the regional libraries. # and % of participants engaged in training activities that report a positive outcome. # and % of participants providing positive feedback through surveys.

**Goal Statement:** To facilitate knowledge-sharing and member collaboration.

**Intended Results:** Members assist each other in knowledge acquisition.

**Evaluation methods:** Feedback from the regional libraries. # and % of participants that report collaborating; # and % of participants as identified on surveys.

**Goal Statement:** Support regional digitization and innovative projects and services through SCRLC-sponsored initiatives and grant opportunities that impact members and adhere to SCRLC's values.

**Intended Results:** SCRLC members explore, identify, and incubate innovative ideas to strengthen their own organizations while improving access to regional collections, resources, and services.

**Evaluation methods:** # of regional access projects supported by SCRLC funds; evaluation methods specific to and appropriate for the project that has been funded.

**Goal Statement:** Seek new members, including those representing historically oppressed and marginalized peoples, whose collections increase the diversity of resources available to all people.

**Intended Results:** New and more diverse members and collections.

**Evaluation methods:** # and % of new members representing historically oppressed and marginalized peoples; # and % of diverse, new collections.



## AWARENESS AND ADVOCACY

*"I think the health of our civilization, the depth of our awareness about the underpinnings of our culture and our concern for the future can all be tested by how well we support our libraries." – Carl Sagan, Cosmos.*

**Goal Statement:** Increase awareness of the role of the regional network of libraries and library systems in providing relevant cost-effective resources, materials, and programs to students, educators, lifelong learners, and NYS residents.

**Intended Results:** Member libraries and library systems experience increased visibility within their communities. Member libraries and library systems experience increased funding. Members understand advocacy and its role in strengthening their library organizations through strategic relationship-building with members, within the field, and within their communities. Members engage in a strong, collaborative, regional advocacy program in cooperation with statewide efforts. Member libraries and library systems, including SCRLC, experience increased use of programs and services.

**Evaluation methods:** Qualitative data from membership, advisory committees, and Board; # and % of participants providing positive feedback through surveys.

## COMMUNICATIONS AMONG MEMBER LIBRARIES & LIBRARY SYSTEMS

*"We are stronger when we listen, and smarter when we share." – Rania Al-Abdullah*

**Goal Statement:** Through effective communication, SCRLC members utilize and engage with the benefits, programs, and services that their membership offers.

**Intended Results:** An engaged, informed and networking membership.

**Evaluation methods:** # of opportunities for engagement, orientation sessions for Board, membership, # of visits to the "New to SCRLC?" orientation page, and satisfaction survey results.

**Goal Statement:** Facilitate relationship-building and partnerships among members through networking opportunities and participation in regional and statewide programs and services.

**Intended Results:** Members collaborate, mentor, advise, and develop partnerships. Members engage in and support SCRLC's programs and services to extend and enrich offerings to their users.

**Evaluation methods:** # and % of members participating in and providing feedback through evaluation forms and surveys. # of website searches. Quantitative and qualitative data. Attendance statistics.

**Goal Statement:** Align communication channels and media with members' needs.

**Intended Results:** Members conveniently network, receive, and share information.

**Evaluation methods:** # of channels and engagements; analysis of responses received via evaluation forms and surveys.



## COLLABORATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS

*"When you need to innovate, you need collaboration." – Marissa Mayer*

**Goal Statement:** Provide members with effective and expert information services and programs to enable them to better serve their communities, through collaboration with the region's public and school library systems, the Empire State Library Network (ESLN), and the New York Alliance of Library Systems (NYALS).

**Intended Results:** NYS students, educators, lifelong learners, and residents access relevant, expert, and credible information services. Members have access to expertise or specialized knowledge, which improves services to their communities.

**Evaluation methods:** # and % of participants participating in programs and providing feedback through evaluation forms and surveys; evaluation of answers provided through the expert services.

**Goal Statement:** Form partnerships with other library systems and organizations to advance common goals and provide support for shared services.

**Intended Results:** Libraries cooperate to offer relevant programs, services, and training delivered cost-effectively, resulting in improved library services for all NYS students, educators, lifelong learners, and residents.

**Evaluation methods:** # and % of members participating in programs and services who provide feedback through evaluation forms and surveys. # & % of partnered programs, services, and training offered by collaborating systems & organizations.

**Goal Statement:** Promote SCRLC activities outside the region, as appropriate.

**Intended Results:** Member libraries and library systems have access to more collaborative, shared services.

**Evaluation methods:** # and % of participants providing positive feedback through evaluation forms and surveys.

## LEADERSHIP AND ADMINISTRATION

*"Good leadership requires you to surround yourself with people of diverse perspectives who can disagree with you without fear of retaliation". – Doris Kearns Goodwin*

**Goal Statement:** Foster a culture of diversity, equity, inclusion, sustainability, and antiracism within SCRLC and across the region's member organizations.

**Intended Results:** Members are supported in their efforts to be diverse, equitable, inclusive, sustainable, and antiracist organizations.

**Evaluation methods:** # and % of members providing positive feedback through evaluation forms and surveys, regional meetings, and field visits.

## LEADERSHIP AND ADMINISTRATION

**Goal Statement:** Utilize resources effectively and efficiently, ensuring that expenditures reflect strategic directions and priorities are based on continuous evaluation and funding levels.

**Intended Results:** SCRLC is a fiscally sound, innovative organization whose expenditures reflect strategic directions and priorities.

**Evaluation methods:** Annual audit, membership surveys, regional meetings, field visits, statistics, anecdotal feedback.

**Goal Statement:** Demonstrate best practices in sustainable resource management, staff development, and workplace wellness.

**Intended Results:** Member libraries/systems model of best practices in sustainable resource management. Member libraries model best practices in workplace wellness. SCRLC has a skilled, innovative, and flexible staff.

**Evaluation methods:** Membership survey. # and % of members who implement new or improved practices, regional meetings, field visits, statistics, anecdotal feedback.

**Goal Statement:** Facilitate recruitment into the profession.

**Intended Results:** Member libraries support the development and recruitment of new librarians and support their career advancement into positions of leadership. New librarians understand and support library systems.

**Evaluation methods:** # of MLS/MLIS students, prospective students, and new librarians who participate in Council programs.

**Goal Statement:** Facilitate and promote a diverse regional library workforce; as a component of this goal, improve SCRLC's recruitment of diverse candidates for available positions.

**Intended Results:** An effective, motivated, supportive community of library workers, which has the collective expertise and experience to serve the communities in which they live and work.

**Evaluation methods:** Surveys; # and % of job advertisements and internship opportunities that are sent to diverse listservs and include SCRLC's diversity statement.

**Goal Statement:** Ensure, promote, and facilitate cultural competency among regional library workers; increase awareness of diversity within the organization and membership.

**Intended Results:** An effective, motivated, and supportive community of library workers which has the collective expertise and experience to serve the communities in which they live and work.

**Evaluation methods:** Quantitative and qualitative data gathered through surveys, regional meetings, and field visits.