

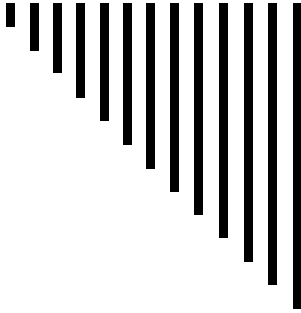
# **Plan of Service 2011-2016**

**Making a Difference for 21st Century  
SCRLC Libraries  
through  
Leadership, Learning,  
Collaboration & Community**



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## Welcome from the Executive Director

South Central Regional Library Council is pleased to present the ***Plan of Service 20011-2016: Leadership, Learning, Collaboration, Community***, which was adopted by the Board of Trustees on June 17, 2011.

This *Plan* will guide the Council in the development and implementation of programs and services over the next five years. Strategic partnerships and deeper collaboration among the SCRLC membership and organizations including the other NY 3Rs Councils and the New York State Library will be increasingly important in an environment of rapid technological change and decreasing resources. Such collaboration will enable the Council membership to move forward, together.

SCRLC's *Plan of Service* was initially filed online with the New York State Library in March 2011, receiving State approval in May. Every system in New York State submits a similar plan with consistent elements that integrate the planning for all programs and services. The online version is not well-suited for use as a planning document, hence this adaptation. This version will serve as the guidepost for the Council's annual work plan, which helps to ensure that the Council moves forward in the attainment of its goals.

Thanks to the Board of Trustees for their time, input, and hard work. Thanks also to the Plan of Service Design Team for their time, advice, wordsmithing, data crunching, and good humor throughout the planning process. Thanks, too, to the Council's membership for hosting us at your institutions, attending the regional meetings, and completing the very long membership survey to inform us of your needs. Your input helped to determine the Council's priorities for programs and services for the next five years.

Sincerely,

Mary-Carol Lindbloom  
Executive Director  
June, 2011

## Introduction

"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*, 1981

**Background.** The South Central Regional Library Council (SCRLC) is one of nine Reference and Research Library Resources Councils comprising the NY 3Rs Association, Inc. in New York State. SCRLC was chartered by the New York State Board of Regents in 1967 and functions under state law and the State Education Department. Funding sources include the State of New York, grants, and membership dues and fees. SCRLC is governed by a representative Board of Trustees elected by the membership. In this collaborative environment, SCRLC staff and Board are assisted in needs assessment, planning, and implementation of programs and services by advisory committees and task forces. SCRLC members actively participate in the Council's programs and benefit from services and grant programs.

As a multi-type library consortium, SCRLC serves approximately 75 members across 10,000 square miles in the counties of Allegany, Broome, Cayuga, Chemung, Chenango, Cortland, Delaware, Otsego, Schuyler, Seneca, Steuben, Tioga, Tompkins, and Yates. SCRLC provides services to 20 academic, 23 hospital, and 23 corporate and non-profit libraries, as well as 3 public library systems and 6 school library systems and their members, reaching over 500 libraries in its service area. The Council is served by a 14-member Board of Trustees, whose composition reflects a multitype library diversity and by five advisory committees: Advisory Committee on Information Services & Technologies; Digitizing; Education & Training; Hospital Library Services Program; and Resource Sharing. The advisory committees provide leadership for Council programs and services; they also develop recommendations for the Board.

**Emerging Realities.** During the long-range planning process that led to the creation of this *Plan of Service*, the Board and Council membership identified several emerging realities that could significantly impact on SCRLC over the next five years.

**Permanent funding reductions.** This was a foremost concern of library workers from all types of libraries.

**Greater Need for Training and Support.** Despite permanent funding reductions, the current tumultuous information environment suggests that libraries in our region will have greater need for training and support, not less.

**Technological Change.** Libraries are hard-pressed to keep up with changes in file formats and other key technologies. The world has gone mobile and users expect mobile apps for library services. Websites need continual updating to keep pace with users' expectations.

**Broadband Access.** The U.N. has identified Internet access as a fundamental human right, while some residents in the SCRLC region are limited to increasingly obsolete dial-up connections. The lack of broadband affects the delivery of education and learning opportunities and increases the need for high-speed Internet in rural libraries.

(continued)

### Staff

Mary-Carol Lindbloom,  
*Executive Director*

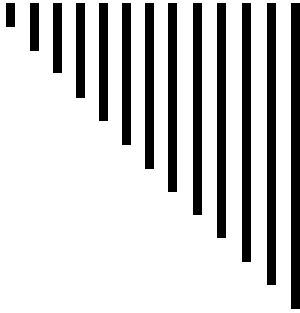
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*Coordinator of Office &  
Administrative Services*



### Emerging Realities, cont.

**Delivery.** Even as academic libraries shift more to electronic resources, demand for physical delivery in public library systems and school library systems is increasing.

**Information and Emerging Literacies.** At a time when the library is no longer the knowledge hub for many users and access to the most popular information resources is largely unmediated, libraries face a serious challenge in how to provide much-needed information literacy training.

**Cloud Computing.** The shift from desktop to cloud computing.

### Loss of control over content as licensing replaces ownership.

**Library workforce.** The library workforce itself was seen to be in transition, with a trend in some areas to de-professionalize libraries or even move to a large core of volunteers. While library assistants have taken on responsibilities previously performed by librarians, the outlook for all library workers is generally positive. AFL-CIO *Library Workers Facts & Figures* and the Bureau of Labor Statistics report that between 2008 and 2018, the number of librarians is expected to increase by 7.8%, while library technicians will increase by 8.8%. These figures are higher than in previous projections.

**Trust.** The lack of trust in institutions, accountability for use of public funds, and credibility/perception are also seen as potential issues—will this extend to libraries and their resources and services, and if so, how? And yet, OCLC reports in its *Perceptions of Libraries, 2010* p.44 that Americans across all age groups see increased value of the library.

**Trends.** In addition to the emerging realities that affect our libraries, additional trends that may affect the need for library services can be identified through data sets from the U.S. Census and other organizations.

**Population Served.** The region's service population is 959,075 as per the 2010 census data, which reflects less than a 1% increase over 2000.

### Diversity:

**Ethnic:** Ethnic diversity that may have language implications? In all but one of our counties, ethnic diversity has increased, even doubling.

**Generational:** There are now five generations using our libraries—what are the implications for providing library service and working with increasing generational diversity?

**Socioeconomic:** Recent poverty estimates suggest that rates in the SCRLC region range from 5.3% to 21.9%, with half the counties over 18%.

**Trends in Education:** Nationwide, an estimated 5.4 million K–12 children—1 in 25—were homeschooled in spring 2010. Many homeschoolers use the local public library as their school library, with public librarians taking a greater role in information literacy. Drop-out rates for regional high schools range from 6% to 14%, with six counties having 10% or higher. Yet, in 2009-2010, an average of 78.6% of high school graduates went on to a two-year or four-year college or university; 69.2% of them located at our New York State institutions. What a great opportunity for a seamless transition of K-12 to college information literacy skills.



### Plan of Services Design Team Members

John Bunkley,  
*Corning Museum of  
Glass*

Lisabeth Chabot,  
*Ithaca College*

Stephen Crandall,  
*Alfred University*

Susan Currie,  
*Tompkins County Public  
Library*

Laura Dixon,  
*Bassett Healthcare*

Richard Entlich,  
*Cornell University  
Library*

Muriel K. Godbout,  
*Wells College*

Ann Voorhees,  
*Cayuga-Onondaga  
BOCES School Library  
System*

Ristiina Wigg,  
*Southern Tier Library  
System*

**Long-Range Planning Process.** As it should, the planning process took much longer than writing the actual *Plan of Service*. Planning began in April of 2009 at a Board retreat. Areas identified were incorporated into a "conversations" document for SCRLC staff to use in the 2009-10 field visits. A second strategic planning Board retreat was held in September 2010. Through the retreats the Board identified the Council's environment, including the emerging realities, participated in planning for the optimal, likely, and worse case scenarios, identified opportunities, strengths, accomplishments, stakeholders, challenges, and articulated where the Council adds value.

The Plan of Service Design Team was established to develop the *Plan of Service*, conduct and review environmental scans, and help develop the regional meetings questions and membership survey. The October 2010 annual meeting provided another opportunity to gather input from the membership, as did a series of five regional meetings. Advisory committees and staff also provided input. The online membership survey was conducted during February and March 2011.

**Plan of Service Evaluation.** SCRLC will employ Outcomes Based Measurement principles to evaluate the *Plan*. Measures include the number and percentage of participants that are satisfied with SCRLC's programs and services, discussion list activity, field visits, focus group discussions, website and database use statistics, interlibrary loan data, needs assessment surveys, evaluation forms, longitudinal use studies, and anecdotal evidence that comes through a myriad of conversations with members.



SCRLC Board of Trustees-2011

Additional members : Lis Chabot, John Meador, Aprille Nace,  
Ristiina Wigg





## Vision

South Central Regional Library Council envisions a future where New York State residents have equity of access to information and resources anywhere, anytime. In this environment:

- NYS students, educators, lifelong learners, and residents locate and obtain information and resources efficiently and cost-effectively.
- Library workers acquire necessary skills through affordable, relevant, and innovative SCRLC-sponsoring learning opportunities;
- Members extend their funds and Return on Investment (ROI) through networking, shared technology, partnerships, and collaborative opportunities;
- NYS students, educators, lifelong learners, residents, and library workers are strong advocates for libraries and library systems;
- Residents have access to well-informed healthcare professionals;
- Member libraries and their users benefit from relevant and effective SCRLC-sponsored knowledge-based consulting services.

## Mission

**South Central Regional Library Council leads and advocates for member libraries by promoting learning, collaboration, and innovation.**

## Values

SCRLC values:

- Programs & Services of high-quality that are relevant, innovative, leading-edge, and effective.
- Professional Development that is wide-ranging and offered in a variety of formats that increases accessibility and facilitates participation.
- Resource Sharing that is supportive and includes leadership and assistance in digital content creation.
- Customer Service that is exceptional, fair, helpful, positive, courteous, and efficient.
- Dynamic and Participatory Leadership on all levels that is flexible and responsive to current issues and trends.
- Diversity of ideas & opinions, types of libraries/library systems, and library workforce.
- Advocacy and efforts to increase visibility for all types of libraries and library systems, and their role & importance in our society.
- Collaboration with other libraries, library systems, and other organizations that supports and advances the ability of SCRLC member libraries to meet their users' needs.
- Healthy Work Environments that nourish the mind, body, and spirit.



## Strategic Directions

The *Strategic Directions* provide clarity and help to articulate our vision, mission, and values, which will lead to their realization. The five *Directions* listed below appear through the service areas on the following pages. The *Directions* flow from and expand on the last *Plan of Service*. The Council has a long history of careful and purposeful planning, which has resulted in strategic directions that remain relevant in today's rapidly changing environment. As such, it is more logical to build on the existing strategic directions rather than to abandon them.

The following *Strategic Directions* are an integral part of the Program and Services *Goals, Activities, and Intended Results* that appear in the following pages:

1. Through Council-sponsored education and learning opportunities, regional library workers will have necessary skills and knowledge for providing services in a rapidly changing information environment.
2. Students, educators, lifelong learners, and residents will obtain information and materials quickly and cost-efficiently through collaborative efforts of libraries to share resources.
3. Students, educators, lifelong learners, and residents will have access to relevant information and services anywhere, anytime.
4. Members will receive customized consulting services to meet their individual needs.
5. Members will experience increased visibility, use, and support within their communities as a result of regional advocacy.

The *Program Services Goals, Activities, and Intended Results* reflect our values and address the emerging realities and trends.





## PROFESSIONAL DEVELOPMENT & CONTINUING EDUCATION

"It's essential for librarians and library staff to stay current with library and information developments, and continuing education makes this possible." — an academic librarian, SCRLC's 2011 Membership Survey

Goals	Activities	Intended Results
Provide learning opportunities to meet the current and future needs of regional library workers.	<ul style="list-style-type: none"> <li>• Offer a wide variety and number of educational activities, both face-to-face and online, that meet regional needs and address the emerging realities and demographic trends.</li> <li>• Conduct needs assessment every other year, developed with the Education &amp; Training Committee.</li> <li>• Develop an annual CE plan in conjunction with the E &amp; T Committee.</li> <li>• Monitor innovative CE options for possible regional implementation.</li> <li>• Offer registration tracking to participants in SCRLC events.</li> <li>• Collaborate with other organizations in the provision of CE as feasible.</li> </ul>	<ul style="list-style-type: none"> <li>• Library users receive relevant and appropriate services from skilled library staff.</li> <li>• Regional library workers acquire skills and knowledge to provide services in a rapidly changing information environment.</li> <li>• Availability of the online registration system allows library workers to spend less time tracking their CE.</li> </ul>
Be a "first-choice" library organization for continuing education. Expand the number and accessibility of learning opportunities for the region.	<ul style="list-style-type: none"> <li>• Continually evaluate instructional technologies and delivery methods.</li> <li>• Develop webcasts/training videos as appropriate.</li> <li>• Offer SIGs.</li> <li>• Increase participation in Council-sponsored programs by 20% over the life of the Plan of Service.</li> <li>• Offer up to four online conferences per year.</li> <li>• Offer online book discussion opportunities, as feasible.</li> <li>• Offer an annual reference summit, as feasible.</li> <li>• Seek grant funding to support regional training.</li> </ul>	<ul style="list-style-type: none"> <li>• SCRLC develops and delivers relevant CE activities.</li> <li>• Presenter pool and access to nationally recognized experts are expanded through online programs.</li> </ul>

## RESOURCE SHARING

"It is why the regional councils were created and should be the driving force." — a public library system member, SCRLC's 2011 Membership Survey

Goals	Activities	Intended Results
Manage CCDA program.	<ul style="list-style-type: none"> <li>• Communicate with academic libraries and NYSL/DLD regarding the program.</li> <li>• Assist libraries in completing their forms, answer questions, etc.</li> <li>• Review and approve the applications.</li> <li>• Maintain on-going records for the program and publish to website.</li> <li>• Annually review the CCDA plan with the participating academic libraries and update as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Academic libraries complete the application easily and receive funds in a timely manner.</li> <li>• Academic libraries are aware of any changes in the collection development areas of the other participants.</li> <li>• NYS students, educators, researchers, and residents have access to up-to-date materials purchased on a yearly basis.</li> <li>• Participants explore innovative, collaborative CCD projects.</li> </ul>

## RESOURCE SHARING, con't.

Goals	Activities	Intended Results
CCDA, con't.	<ul style="list-style-type: none"> <li>• Maintain regional CCDA discussion list and encourage participation.</li> <li>• Monitor and communicate best practices and innovations in collection development, to participants.</li> <li>• Create a best practices document for SCRLC's participants and others; post to the website, LibGuides, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• CCDA funds are used efficiently.</li> <li>• Participants understand their role and responsibility in CCD.</li> <li>• Participants are informed on innovative approaches to CCD and may as a group choose to pursue, if feasible</li> </ul>
<b>Cataloging Services:</b> Ensure NYS students, educators, lifelong learners, and residents efficiently discover materials held by SCRLC libraries.	<ul style="list-style-type: none"> <li>• Explore and monitor new technologies for possible regional union catalog implementation.</li> <li>• Support conversion of records to electronic format, as needed.</li> <li>• Educate and encourage members to add and maintain bibliographic records/holdings in OCLC and local systems.</li> <li>• Educate and encourage libraries to update and maintain their union list of serials holdings.</li> </ul>	<ul style="list-style-type: none"> <li>• NYS students, educators, lifelong learners, and residents locate information efficiently.</li> <li>• Librarians keep up-to-date with cataloging standards through workshops and online training.</li> <li>• Identify enhanced features for discovery in proposed union catalog.</li> </ul>
<p><b>Delivery:</b> Support the efficient and fast delivery of interlibrary loan materials among SCRLC members to benefit NYS students, educators, lifelong learners, and residents.</p> <p>(Increases in physical delivery volume was identified as an emerging trend.)</p>	<ul style="list-style-type: none"> <li>• Offer a resource sharing subsidy as funds permit.</li> <li>• Review the subsidy funding formula.</li> <li>• Participate in statewide delivery initiatives, including IDS, LAND, etc. as feasible.</li> <li>• Explore regional partnership opportunities.</li> <li>• Investigate and support online delivery technologies such as ILLiad, Ariel, and others.</li> <li>• Investigate regional ILLiad hub.</li> <li>• Monitor CampusShip for wider implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Members extend limited funds through networking, technology, partnerships, and regional sharing of physical delivery vehicles.</li> <li>• SCRLC members use information technology to meet demand for fast service.</li> </ul>
<b>Interlibrary Loan:</b> Enable library users to efficiently and quickly obtain material not available in their local libraries.	<ul style="list-style-type: none"> <li>• Analyze ILL trends.</li> <li>• Support as needed, and monitor last-resort ILL through the Bibliographic &amp; Referral Center (BARC).</li> <li>• Investigate a regional borrowers' card; implement if appropriate.</li> <li>• Hold regional user group meetings.</li> <li>• Offer training as needed.</li> <li>• Update online ILL materials and section of the website.</li> </ul>	<ul style="list-style-type: none"> <li>• Member libraries are supported in their regional ILL efforts to secure materials quickly for their users.</li> <li>• Resource sharing staff are up-to-date on ILL best practices.</li> <li>• Access to ILL tools and catalogs to all member libraries is provided by SCRLC.</li> <li>• Resource sharing section of SCRLC's website is one-stop-shop opportunity for ILL.</li> </ul>
<b>Medical Information Services Program:</b> Distribute MISP program funds to improve access to medical and health information.	<ul style="list-style-type: none"> <li>• Ensure that funds are used to support access to health information.</li> <li>• Canvas libraries for their funding needs.</li> <li>• Monitor ETFS use.</li> <li>• Investigate and fund appropriate health-related databases.</li> </ul>	<ul style="list-style-type: none"> <li>• NYS students, educators, lifelong learners, and residents have access to medical health information through SCRLC libraries.</li> </ul>

## DIGITIZATION

“Digitization allows for broader access to more collections. — a special librarian, SCRLC’s 2011 Membership Survey

Goals	Activities	Intended Results
Provide NYS students, educators, lifelong learners, and residents and others remote access to the unique collections that reflect the cultural heritage of South Central NYS.	<ul style="list-style-type: none"> <li>Needs assessments to identify regional digitization needs.</li> <li>Increase content by 50% over the life of the Plan of Service.</li> <li>Participate in content creation as feasible.</li> <li>Develop in-person, online, and webcast learning opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>NYS students, educators, lifelong learners, and residents use ToH resources to enhance their learning through images, information resources, and materials.</li> <li>ToH website facilitates the discovery of regional cultural heritage materials.</li> <li>New collections expand opportunities for resource discovery.</li> <li>SCRLC provides support and facilitation to digitize cultural heritage materials.</li> <li>Merge with NY Heritage, if feasible.</li> </ul>
Expand the Tools of History digital history program to include new collections.	<ul style="list-style-type: none"> <li>Develop marketing and outreach for the ToH program.</li> <li>Meet participants at their level of need, which may include scanning &amp; metadata assistance.</li> <li>Explore the establishment of regional digitization centers.</li> <li>Explore methods of working with regional libraries across platforms and programs.</li> <li>Enhance Tools of History website.</li> <li>Evaluate the program annually with the Digitizing Advisory Committee.</li> <li>Participate in NY Heritage.</li> <li>Explore merging with NY Heritage.</li> </ul>	

## HOSPITAL LIBRARY SERVICES PROGRAM

“HLSP provides valuable assistance with medical information resources for our clinical providers.” — a hospital library participant’s comment on SCRLC’s 2011 Membership Survey

Goals	Activities	Intended Results
Serve the information needs of regional health care professionals through the provision of health and medical information resources and services.	<ul style="list-style-type: none"> <li>Manage the HLSP program.</li> <li>Establish collaborations with various groups, e.g, nursing schools, health organizations, as appropriate and feasible.</li> <li>Regularly communicate with and visit hospital library members.</li> <li>Support health-related databases as funding allows.</li> <li>Offer grants to hospital libraries to support collections, hardware, software, and circuit information services as funding permits.</li> <li>Provide education and training opportunities.</li> <li>Annually assess needs and evaluate the HLSP program in conjunction with the HLSP Advisory Committee.</li> <li>Develop and implement new services and programs as funding permits.</li> <li>Monitor studies underway regarding the impact of hospital libraries on patient care.</li> <li>Monitor circuit services and options for provision.</li> </ul>	<ul style="list-style-type: none"> <li>Residents in the region have access to well-informed healthcare professionals.</li> <li>Healthcare providers have access to resources.</li> <li>Patient outcomes are improved.</li> <li>Hospital library workers have up-to-date skills through learning opportunities.</li> </ul>

## CONSULTING & DEVELOPMENT SERVICES

"A small group of thoughtful people could change the world. Indeed, it's the only thing that ever has."  
-- Margaret Mead

Goals	Activities	Intended Results
Provide advice, referrals, or customized library-related teaching and services as requested by regional libraries.	<ul style="list-style-type: none"> <li>• Provide assistance by email, phone, visits, and other means.</li> <li>• Offer customized training.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional libraries receive information, or identify and develop solutions to their challenges and issues.</li> <li>• Regional libraries receive tailored, relevant assistance.</li> </ul>
Offer focus group services to regional libraries.	<ul style="list-style-type: none"> <li>• Provide focus group sessions for regional libraries requesting (limit to three offerings per year).</li> <li>• Help libraries plan and implement focus groups.</li> <li>• Provide written (and oral if requested) report to libraries.</li> </ul>	<ul style="list-style-type: none"> <li>• SCRLC helps participating libraries to improve library services and operation, and address their mission.</li> <li>• Regional libraries receive information, or identify and develop solutions to their challenges and issues.</li> <li>• Stakeholders contribute to the discussion.</li> </ul>

## COOPERATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS

"We use Question Point/"Ask a Librarian" as our primary virtual reference tool. It's a key tool for our staff and SCRLC offers a discount rate." - a special librarian, SCRLC's 2011 Membership Survey

Goals	Activities	Intended Results
Provide quality information services to NYS students, educators, lifelong learners, and residents anywhere, anytime.	<ul style="list-style-type: none"> <li>• Participate consortially in NYS virtual reference initiatives, as funding allows.</li> <li>• Offer participating libraries cost-sharing opportunities to participate in VR as feasible.</li> <li>• Offer collaborative SMS text message reference opportunities, if feasible.</li> </ul>	<ul style="list-style-type: none"> <li>• NYS students, educators, lifelong learners, and residents access quality information services anywhere, anytime.</li> <li>• 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.</li> </ul>
Form partnerships with other library systems and organizations to advance common goals.	<ul style="list-style-type: none"> <li>• Annually evaluate participation in virtual reference services initiatives.</li> <li>• Collaborate with other library systems and organizations to offer learning opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Libraries value SCRLC and advocate for library systems.</li> </ul>
Promote SCRLC activities as appropriate <a href="#">outside</a> the region.	<ul style="list-style-type: none"> <li>• Support other systems' efforts, e.g. the Library Assistants' Conference; Books Abound program.</li> <li>• Implement LibGuides, if funding allows, to share information.</li> <li>• Pursue other collaborative opportunities, as appropriate and feasible.</li> <li>• Promote the use of NovelNny.</li> <li>• Advertise Council activities through scrlc-l and NYLINE.</li> <li>• Investigate the development of an online forum.</li> </ul>	<ul style="list-style-type: none"> <li>• Use of SCRLC's programs and services increases.</li> </ul>

## COORDINATED SERVICES

"Information technology is the single most important aspect of 21st century librarianship." - a school librarian, SCRLC's 2011 Membership Survey

Goals	Activities	Intended Results
<b>Information Technologies:</b> Enhance NYS students, educators, lifelong learners, and residents' access to information.	<ul style="list-style-type: none"> <li>Review the RBDB program annually, seeking advice of ACITS for priorities.</li> <li>Fund access to databases as feasible; evaluate offerings annually.</li> <li>Continually review information technologies trends, including augmented reality, cloud computing, 3-D websites, social networking, and mobile technology; implement as feasible and funding allows.</li> <li>Offer grants for regional projects and innovative explorations as funds permit.</li> </ul>	<ul style="list-style-type: none"> <li>Regional resource sharing is supported.</li> <li>Users have access to databases.</li> <li>User experience and access to information &amp; resources are improved.</li> </ul>
<b>Resource Acquisition:</b> Members save time and money on electronic resources and other products.	<ul style="list-style-type: none"> <li>Explore group purchases and discounts for members.</li> <li>Coordinate regional access to databases, e.g. FirstSearch, etc. as funds permit.</li> <li>Provide database training &amp; updates as needed.</li> <li>Provide centralized billing.</li> <li>Answer enquiries.</li> <li>Provide centralized ordering and billing for products of value to regional or statewide libraries.</li> <li>Investigate consortial purchases.</li> </ul>	<ul style="list-style-type: none"> <li>Costs are reduced for participating libraries.</li> <li>Efficiencies are achieved via centralized purchasing and billing processes.</li> </ul>



## AWARENESS & ADVOCACY

"In these economic and changing times, library councils should be the groups to represent individual libraries to the government, and be a medium through which those individual libraries can communicate with each other and other library/non-library groups." —an academic librarian, SCRLC's 2011 Membership Survey

Goals	Activities	Intended Results
<p>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.</p> <p>Increase advocacy efforts.</p>	<ul style="list-style-type: none"> <li>• Activate Awareness &amp; Advocacy Advisory Committee.</li> <li>• Develop a plan of action.</li> <li>• Offer advocacy training.</li> <li>• Offer marketing training.</li> <li>• Activate Marketing SIG.</li> <li>• Provide frequent updates to the membership via scrlc-l.</li> <li>• Prepare and support SCRLC delegation to annually attend ALA legislative briefing in Washington, D.C. to meet with governmental officials, as funding allows.</li> </ul>	<ul style="list-style-type: none"> <li>• Member libraries and library systems experience increased visibility within their communities.</li> <li>• Member libraries and library systems experience increased funding.</li> <li>• Member libraries, library systems, and SCRLC experience increased use of programs and services.</li> <li>• Member libraries and library systems actively advocate.</li> </ul>
<p>Collaborate with other libraries, library systems, and organizations on library advocacy.</p>	<ul style="list-style-type: none"> <li>• Collect <i>Tales from the Front</i>, to highlight concerns, observations, statements, and anecdotes to be used in advocacy efforts.</li> <li>• Participate with NYLA and other library systems in statewide advocacy efforts.</li> <li>• Work with other organizations to develop &amp; maintain a record of what is happening to libraries position &amp; funding-wise.</li> </ul>	<ul style="list-style-type: none"> <li>• Member libraries and library systems experience increased visibility within their communities.</li> <li>• Member libraries and library systems experience increased funding.</li> <li>• Member libraries, library systems, and SCRLC experience increased use of programs and services.</li> <li>• Member libraries and library systems actively advocate.</li> </ul>
<p>Facilitate recruitment into the profession.</p>	<ul style="list-style-type: none"> <li>• Strengthen ties with library schools: explore partnerships.</li> <li>• Offer MLS/MLIS internship opportunities.</li> <li>• Develop networking opportunities for area MLS/MLIS students.</li> <li>• Implement an online discussion forum for students, if feasible.</li> </ul>	<ul style="list-style-type: none"> <li>• Member libraries support the development and recruitment of new librarians who are knowledgeable.</li> <li>• New librarians understand the impact of library systems.</li> </ul>



## COMMUNICATION AMONG MEMBER LIBRARIES & LIBRARY SYSTEMS

The most important thing in communication is to hear what isn't being said. --Peter Drucker

Goals	Activities	Intended Results
Increase awareness of SCRLC and its programs and services: Become the "first-choice" library organization when needing information, consulting services, or focus groups.	<ul style="list-style-type: none"> <li>• Implement "Communications Plan."</li> <li>• Frequent contact with members through visits, email, website, chat, phone, etc.</li> <li>• Develop an annual plan for visits.</li> <li>• Sponsor an annual meeting of regional library system directors.</li> <li>• Develop an information packet for new library workers.</li> <li>• Produce annual report card that demonstrates ROI.</li> <li>• Facilitate networking for new directors and other staff as appropriate.</li> <li>• Send a weekly newsletter of events.</li> <li>• Enhance the website.</li> <li>• Investigate ways to push web content to the membership.</li> <li>• Increase scrlc-l subscriptions by 25% over the life of the Plan of Service.</li> </ul>	<ul style="list-style-type: none"> <li>• Members engage in and support SCRLC's programs and services to extend and enrich programs and services available to their users.</li> </ul>

## LEADERSHIP & ADMINISTRATION

If you want 1 year of prosperity, grow grain. If you want 10 years of prosperity, grow trees. If you want 100 years of prosperity, grow people. — Chinese Proverb

Goals	Activities	Intended Results
SCRLC utilizes its resources in an effective and efficient manner.	<ul style="list-style-type: none"> <li>• Plan programs and services and report annually.</li> <li>• Review office space requirements and examine needs.</li> </ul>	<ul style="list-style-type: none"> <li>• SCRLC is a fiscally sound, innovative organization that realizes its vision and mission.</li> </ul>
SCRLC demonstrates best practices in sustainable resource management, staff development, and workplace wellness.	<ul style="list-style-type: none"> <li>• Provide fiscal management and budget development.</li> <li>• Develop a green initiative.</li> <li>• Develop a healthy worker initiative.</li> <li>• Develop a region-wide disaster plan if feasible.</li> <li>• Offer staff development opportunities.</li> <li>• Support the work of the Board of Trustees; offer Board development opportunities as feasible.</li> <li>• Examine membership dues structure and implement changes as necessary.</li> <li>• Review Board of Trustees by-laws and implement changes as necessary.</li> <li>• Explore collaborative and match-making grant opportunities with member libraries and regional organizations.</li> <li>• Hold annual meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Member libraries model of best practices in sustainable resource management.</li> <li>• Member libraries model best practices in workplace wellness.</li> <li>• Member libraries lead their organizations in disaster response.</li> <li>• SCRLC has a skilled, innovative staff.</li> </ul>
Identify additional services, programs, or special projects that meet members' needs.	<ul style="list-style-type: none"> <li>• Gather information from advisory committees, member input (anecdotal, surveys, etc.).</li> <li>• Apply for LSTA funding as offered and other grant opportunities to enhance the work of the Council and develop some of the additional services, programs, or special projects.</li> </ul>	<ul style="list-style-type: none"> <li>• SCRLC is an innovative organization that is responsive to its membership.</li> </ul>

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