South Central Regional Library Council

PLAN OF SERVICE
2016 - 2021

Making Smart Connections Through Learning, Collaboration, and Innovation

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"Information is so important, and it must be open. Information helps you to see that you're not alone. That there's somebody in Mississippi and somebody in Tokyo who all have wept, who've all longed and lost, who've all been happy. So the library helps you to see, not only that you are not alone, but that you're not really any different from everyone else. There may be details that are different, but a human being is a human being."

— Maya Angelou (Author)

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WELCOME

We are pleased to present our *Plan of Service 2016–2021: Making Smart Connections through Learning, Collaboration, and Innovation.*

This *Plan of Service* will guide the Council in the development and implementation of programs and services over the next five years. Many thanks to the Plan of Service Design Team, the Board of Trustees, staff, and the SCRLC membership for their input, ideas, and hard work in its creation.

On May 25, 2017, SCRLC turns 50 years old. Obviously, much has changed in the world and at the Council, but some key elements have remained the same.

Learning. Learning has remained paramount to the Council's programs and services. We shall continue to seek ways to enhance professional development opportunities for SCRLC members. A Board of Trustees Resolution dating from 1981 regarding the Council's Continuing Education affirmed

> *"…the value of continuing library education in the professional development of librarians in the region, which in turn contributes to the improvement of regional library services. South Central Research Library Council Board of Trustees confirms continuing education as a major priority in the overall Council program."*

Our name may have changed in the 1990s from "Research" to "Regional" but our commitment to continuing education remains the same.

Collaboration. The economic downturn of 2008 created a need for deeper collaboration among the library organizations of New York State. Collaboration is in the Council's DNA. As per our 1962 charter, we were created "to improve reference and research library services within the area and to promote interlibrary cooperation in the use of such resources." "Resource Sharing" in today's world is more than interlibrary loan and coordinated collection development. Several of our members share reference staff via the AskUs 24/7 virtual reference. The nine library councils are collaboratively building digital collections via New York Heritage, New York Historic Newspapers, and collectively contributing to the Digital Public Library of America. We share continuing education and partner for electronic resources.

Innovation. Dr. R. David Lankes recently led the SCRLC's Board of Trustees retreat in the exploration of innovation. Innovation is finding a unique application for something that already exists. "It is not necessarily big inventions, business, technology, or maker spaces, though it can be. Innovation is quite often small improvement and positive change." The new Plan encompasses innovation and incubation. I hope that in the weeks, months, and years ahead that you will engage and innovate with us. It is an exciting time to be working in the library world!

Mary-Carol Lindbloom, Executive Director
September 2016

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SCRLC STAFF

PLAN OF SERVICE DESIGN TEAM MEMBERS

ABOUT SCRLC

SCRLC

VISION, MISSION, GUIDING PRINCIPLES, & STRATEGIC DIRECTIONS

INTRODUCTION

Photo by Diane Capalongo

SCRLC BOARD OF TRUSTEES 2016

Standing, from left to right: Steven Bachman, Aprille Nace, Charles O'Bryan, Lisabeth Chabot, Sarah Glogowski, Alfonso Oliveras, Mark Smith, David Stevick
Seated, from left to right: Jean Jenkins, Jill Dixon, Susan LeBlanc
Not pictured: Camille Andrews, Kate Dimitrova, Deborah Gagnon, Nicole Waskie-Laura

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-sponsored 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.

Photo by Diane Capalongo

VISION • MISSION

PRINCIPLES & STRATEGIES

GUIDING PRINCIPLES

South Central Regional Library Council's guiding principles are as follows:

- High-quality programs and services that are relevant, innovative, leading-edge, and effective.

- Professional development that is wide-ranging and offered in a variety of formats to increase 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 and opinions, types of libraries/library systems, and library workforce.

- Commitment to seeking out speakers, presenters, and consultants who are culturally diverse and from underrepresented groups.

- 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 members to meet their users' needs.

- Healthy work environments that nourish the mind, body, and spirit.

STRATEGIC DIRECTIONS

The *Strategic Directions* provide clarity and help us realize our vision, mission, and guiding principles. 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 was more logical to build on the existing strategic directions than to abandon them.

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

1. Through Council-sponsored education and learning opportunities, regional library workers will have necessary skills and knowledge to provide services in a rapidly changing information environment.

2. Students, educators, lifelong learners, and residents will obtain information and materials quickly and cost-effectively 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.

21ST CENTURY CHALLENGES & OPPORTUNITIES

It is a transformative time for libraries. While we at SCRLC cannot predict what the future holds, we can identify potential challenges and opportunities for our member libraries based upon wide sociological trends identified in the International Federal of Library Associations and Institutions (IFLA) trend report and the American Library Association's (ALA's) Center for the Future of Libraries, among other sources. Many of these trends reflect the core beliefs of librarianship.

Demographic changes are occurring including a wider awareness of gender identities; shifts in the diversity of our populations (ethnically, linguistically, and socioeconomically); an aging population; increased urbanization; the growth of the digital native population; and the growth of the emerging adult population. Many of these demographic changes will affect both the communities we serve as well as our library workforce. Libraries have the opportunity to serve all of these populations and to address income inequality amongst them by continuing to democratize access to information.

Connected Societies harness social media to share and empower new voices and groups; to collectively address big social justice issues (hunger, poverty, violence, literacy, education, health, the environment); to expand the sharing economy; and to promote social and cultural phenomena that capture group interest in films, shows, games, books, etc.

Emerging Technologies such as drones, haptics and wearable technology (i.e. FitBits), and robots can both expand and limit who has access to information. Libraries can play a role in educating communities about emerging technologies and minimizing the digital divide. Conversely, libraries can also capitalize on the adverse effects of emerging technologies and digital overload by providing opportunities to unplug with activities like adult coloring, puzzles, or simply continuing to provide quiet spaces for reading and study.

The Maker Movement is helping to redefine librarians from gatekeepers of information to facilitators of active learning. Maker spaces incorporate both emerging technologies and "unplugged" activities to engage learners in an array of activities.

Online Education is democratizing and rapidly changing teaching and learning strategies with digital badging; learning that reflects our connected societies by engaging learners socially and civically, flipped classrooms, and gamification.

Privacy & Data Protection issues are shifting. Libraries continue to advocate for the right to privacy and data protection in the online environment. Although younger generations are less concerned about these issues, libraries can still play a role in educating their communities about the impact data collection may have.

Sustainability is crucial for our member institution's continued success. Library spaces and library operations need to reflect decisions that are environmentally sound, socially equitable, and economically feasible. They also will need to be resilient in the face of environmental, social, or economic disruption. Library spaces are becoming more open, social, and flexible with fewer fixed service points, reflecting trends in corporate dining and retail spaces.

Preservation is becoming an increasingly important task for public institutions like libraries, museums, and archives to preserve the artifacts of local history. Our member institutions will continue to digitize and properly preserve collections, and then publicly share and promote their access online. Many organizations and individuals are struggling with current and impending loss of digital data, and libraries must address digital preservation concerns for born-digital and digitized content.

CHALLENGES & OPPORTUNITIES

PROGRAMS AND SERVICES

"Libraries store the energy that fuels the imagination. They open up windows to the world and inspire us to explore and achieve, and contribute to improving our quality of life. Libraries change lives for the better."

— Sidney Sheldon (Writer)

COOPERATIVE COLLECTION DEVELOPMENT (CCDA) FOR ACADEMIC LIBRARIES

GOAL

Facilitate CCDA for Academic Libraries program to enhance academic library collections, increasing their collective buying powers and strengthening regional resources available to NYS students, educators, researchers, and residents.

ACTIVITIES

- Assist libraries in completing their forms.

- Review and complete their application.

- Annually review the CCDA plan with the CCDA librarians.

- Encourage CCDA recipients to use the discussion list to network and communicate changes in their individual collection areas.

- Hold a minimum of two collection development-related learning opportunities within the five-year plan of service. Include librarian-faculty collaborations/relationships.

- Maintain ongoing records for the program and publish on SCRLC's website.

- Investigate opportunities for shared projects.

MEDICAL LIBRARY SERVICES PROGRAM

GOAL

Distribute MISP program funds to improve access to medical and health information.

ACTIVITIES

- Monitor Electronic Fund Transfer Service activity, which is available for frequent users of NN/LM resource libraries.

- Among SCRLC members of all types, promote the availability of MISP to fund interlibrary loans obtained from NN/LM resource libraries.

- Ensure that NN/LM resource libraries are used appropriately.

- Fund relevant health-related electronic resources as feasible.

RESOURCE SHARING

RESOURCE SHARING

INTERLIBRARY LOAN

GOAL

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

ACTIVITIES

- Develop a comprehensive LibGuide for the region based on new and existing input from the Resource Sharing Advisory Committee. The LibGuide will include policies and up-to-date information.

- Hold a minimum of one interlibrary loan users' group meeting each year. This may be held in conjunction with other regional library councils.

- Develop webinars/teaching sessions to help with everyday functionality of Resource Sharing Departments. Also provide the basics; assist new staff in the region.

- Investigate and report on the feasibility of a regional borrowers' card. Implement if appropriate.

- Update the resource sharing area of the website.

- Revise the regional interlibrary loan code. [Requires Board approval.]

- Revise the guidelines for using SCRLC's Bibliographic and Referral Center (BARC). [Requires Board approval.]

- Promote and monitor BARC use.

- Through training and consulting, assist libraries in the migration to OCLC WorldShare, ILLiad, and any other changes in interlibrary loan workflows.

- At least biennially examine regional interlibrary loan trends.

DIGITAL COLLECTIONS ACCESS

GOAL

Investigate the need for and feasibility of building or sharing a regional or multi-regional digital repository that would address regional digital preservation needs, and would include original research, non-print regionally-produced work (e.g., digital art, music), unique works, datasets, publications, and other types of born digital and digitized objects.

ACTIVITIES

- Explore regional digital preservation needs and potential services.

CATALOGING SERVICES

GOAL

Ensure NYS students, educators, lifelong learners, and residents efficiently discover materials held by SCRLC libraries. Explore regional and statewide opportunities to improve access to materials for these groups.

ACTIVITIES

- Support retrospective conversion, if needed.

- Identify and facilitate opportunities for the hospital libraries to participate in OCLC.

- Offer continuing education opportunities on RDA and other cataloging topics.

- Investigate a regional catalog via OCLC Discovery/WorldCat.

- Be a point of contact for help with challenging cataloging items.

- Via the Bibliographic and Referral Center (BARC), update serials local holding records for members lacking the capacity to do this on their own.

DELIVERY

GOAL

Support the efficient and fast delivery of interlibrary loan materials among SCRLC members to benefit NYS students, educators, lifelong learners, and residents via promotion and support of regional and statewide delivery service as feasible.

ACTIVITIES

- Explore statewide delivery initiatives, including partnership opportunities, e.g. Information Delivery Service (IDS) participation for more SCRLC members; public library systems or school library systems using Empire Library Delivery (ELD) to connect with academics.

- Identify regional customer satisfaction with delivery services.

- Monitor and advertise CampusShip for wider implementation; advertise its availability.

- Create guidelines for a resource sharing subsidy to be distributed as possible.

RESOURCE SHARING

EDUCATIONAL SERVICES

EDUCATIONAL SERVICES

GOAL

Provide high quality and relevant learning opportunities, both face-to-face and electronically, to meet the current and future needs of regional library workers.

ACTIVITIES

- Annually assess learning needs.

- Investigate certificate programs around various topics and credentialing, including digital badging; implement, if appropriate and feasible.

- Update the Educational Services LibGuide, based around the monthly education focus.

- Enlist a diverse group of speakers and presenters from underrepresented groups for CE offerings.

GOAL

Provide culturally responsive learning opportunities.

ACTIVITIES

- Offer programs on issues of diversity, social responsibility, etc.

GOAL

Enhance the accessibility of learning opportunities for the region.

ACTIVITIES

- Offer a wide variety of educational activities, including workshops, webinars and Special Interest Groups (S.I.G.'s) that meet regional needs and address 21st Century Challenges and Opportunities. Topics are identified through the membership, needs assessments, professional meetings and literature, and the Educational Services Advisory Committee.

- Monitor innovative CE opportunities for our members and their users/members.

- Develop a tool to share regional experts/ speakers.

CONSULTING & DEVELOPMENT SERVICES

GOAL

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.

ACTIVITIES

- Provide assistance by email, phone, visits, and other avenues.

- Offer customized training to member organizations.

- Offer up to three focus group series for members per year.

GOAL

To facilitate knowledge-sharing and member collaboration.

ACTIVITIES

- Share innovation that is happening in SCRLC member organizations. This may include campus collaboration looking at student employment/retention, and student/community entrepreneurship support. Identify ways to link the great ideas being generated by SCRLC members.

- Offer grants for knowledge-sharing.

- Offer a swap and shop to share ideas.

- Explore the Harwood Community Conversation kit; use if relevant.

GOAL

Incubate innovative information technologies and services through SCRLC-sponsored initiatives and grant opportunities that impact members and adhere to SCRLC's guiding principles.

ACTIVITIES

- Continually review information technology trends including augmented reality, 3D websites, social networking, mobile technology, and those identified by the American Library Association's Center for the Future of Libraries; implement as feasible and funding allows.

- Offer grants for regional projects and innovative exploration, as funds permit.

- Explore a Shark Tank or Guppy Tank model for members to pitch innovative grant projects to the Council.

COLLABORATIVE EFFORTS WITH OTHER LIBRARY SYSTEMS

COLLABORATIVE EFFORTS

GOAL

Provide member libraries and library systems with effective information services and programs to enable them to better serve NYS students, educators, lifelong learners, and residents anywhere, anytime.

ACTIVITIES

- Collaborate with other library systems and organizations to offer learning opportunities; support multi-system efforts, e.g. Academic Librarians' conference, Library Assistants' conference, New York State Library Assistants' Association.

- Promote the use of NOVELny, the NY Online Virtual Electronic Library.

GOAL

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

ACTIVITIES

- Support and offer leadership for collaborative Empire State Library Network initiatives, e.g. I2NY.

GOAL

Promote SCRLC activities as appropriate outside the region.

ACTIVITIES

- Advertise SCRLC's opportunities and knowledge sharing communications via NYLINE and other out-of-region discussion or distribution lists; enable a wide-range of library organizations to subscribe to scrlc-l.

- Enable other Empire State Library Network members to engage with SCRLC's learning opportunities, as possible.

HOSPITAL LIBRARY SERVICES

GOAL

Serve the information needs of regional health care professionals through the provision of health and medical information, resources, and services to their libraries.

ACTIVITIES

- Establish collaborations with regional health-related groups, e.g. nursing schools, health-related organizations, as appropriate and feasible.

- Check in with the hospital members at least twice per year, including visiting each member minimally biennially.

- Support medical/health-related electronic resources, as funding permits.

- Collaborate with other library systems/councils to offer continuing education opportunities and discounted pricing on electronic resources.

- Network with other regional HLSP coordinators to brainstorm services and explore opportunities to increase the impact of SCRLC's HLSP program.

- Annually assess needs and evaluate the HLSP program in conjunction with the HLSP Advisory Committee.

- Develop and implement new services and programs, as funding permits.

- Update the HLSP LibGuide and the SCRLC HLSP website section.

- Offer at least one continuing education program each year; seek innovative ways to offer individualized learning opportunities.

- Promote and ensure that all hospitals use the electronic resources provided through HLSP and SCRLC.

- Serve as a back up searcher for hospitals without a liaison.

> "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 (Astonomer)

HOSPITAL LIBRARY SERVICES

LEADERSHIP & ADMINISTRATION

LEADERSHIP & ADMINISTRATION

GOAL

SCRLC utilizes its resources in an effective and efficient manner.

ACTIVITIES

- Plan programs and services effectively; report on accomplishments in the Annual Report.

- Organize facilities task force to re-examine office space requirements and needs—of staff and the membership.

- Update SCRLC's disaster plan.

- Hold annual meetings, including the 50th meeting of the membership.

- Support the work of the Board of Trustees and offer Board development opportunities

GOAL

SCRLC demonstrates best practices in sustainable resource management, staff development, and workplace wellness.

ACTIVITIES

- Promote best practices for green and sustainability programs and initiatives, e.g. NYLA's Sustainability Initiative; Tompkins County Recycling Business certification.

- Develop a healthy worker initiative.

- Offer staff development opportunities.

GOAL

SCRLC is an innovative library organization, responsive to its membership.

ACTIVITIES

- Offer programs and services based on identified needs of the membership.

- Support innovation and program development in members' organizations via continuing education, grant opportunities, and consultation as possible.

- Implement recommendations of the Membership Dues & Fees Task Force, if approved by the Board of Trustees and the SCRLC membership.

- Annually produce a consolidated version of the annual report for the membership.

VIRTUAL REFERENCE

GOAL

Facilitate participation in collaborative virtual reference service to enable member libraries to provide quality, relevant, and timely information services to NYS students, educators, lifelong learners, and residents.

ACTIVITIES

- Participate collaboratively in NYS virtual reference initiatives, as funding allows.

- Promote participation in the statewide AskUs 24/7 VR program.

- Annually evaluate participation in VR services initiatives, e.g. changes in volume.

RESOURCE ACQUISITION & ACCESS

GOAL

Facilitate and enhance access to information for member libraries and library systems NYS students, educators, lifelong learners, and residents' access to information.

ACTIVITIES

- Review the Regional Bibliographic Data Bases and Interlibrary Resources Sharing (RBDB) program annually, seeking advice of Advisory Committee on Information Technology and Services (ACITS) for priorities.

- Fund access to electronic resources, as feasible.

- Provide centralized billing and ordering for products of value to regional or statewide libraries and library systems.

- Coordinate regional purchases of electronic resources on behalf of members, e.g. *Encyclopedia Britannica Online*.

- Explore group purchases and discounts for members.

- Market and provide training on the resources.

"Technology is the campfire around which we tell our stories."
— Laurie Anderson (Avant Garde Artist)

COORDINATED SERVICES

DIGITIZATION SERVICES

DIGITIZATION SERVICES

GOAL

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

ACTIVITIES

- Encourage both individual and collaborative digitization needs assessment.

- Advocate and coordinate collaborative digitization efforts.

GOAL

Provide information and training in the process of digitization, standards, metadata, access, and digital preservation.

ACTIVITIES

- Assist in developing digitization workflows and clearly defined project plans.

- Provide information and training in standards and digitization best practices, including metadata, technical specifications, and intellectual property rights.

- Provide training for relevant software and equipment needed for digitization and collaborative digitization efforts (e.g. New York Heritage).

- Revise regional digitization and preservation plan; include an assessment strategy.

"We are drowning in information, while starving for wisdom. The world henceforth will be run by synthesizers, people able to put together the right information at the right time, think critically about it, and make important choices wisely."
— E.O. Wilson (Biologist)

DIGITIZATION SERVICES

GOAL

Act as regional liaison and advocate for SCRLC members to New York Heritage and Empire State Digital Network..

ACTIVITIES

- Educate member institutions on benefits of contributing to NYH and DPLA.

- Coordinate individual and collaborative digitization projects among member and regional institutions.

- Create a NYH users group to offer support, facilitated meetings, and contribution incentives.

GOAL

Promote the rich digital content generated by SCRLC members through New York Heritage or other content gateways.

ACTIVITIES

- Explore and promote other access points for digital content, e.g. online exhibitions and other digital gateways.
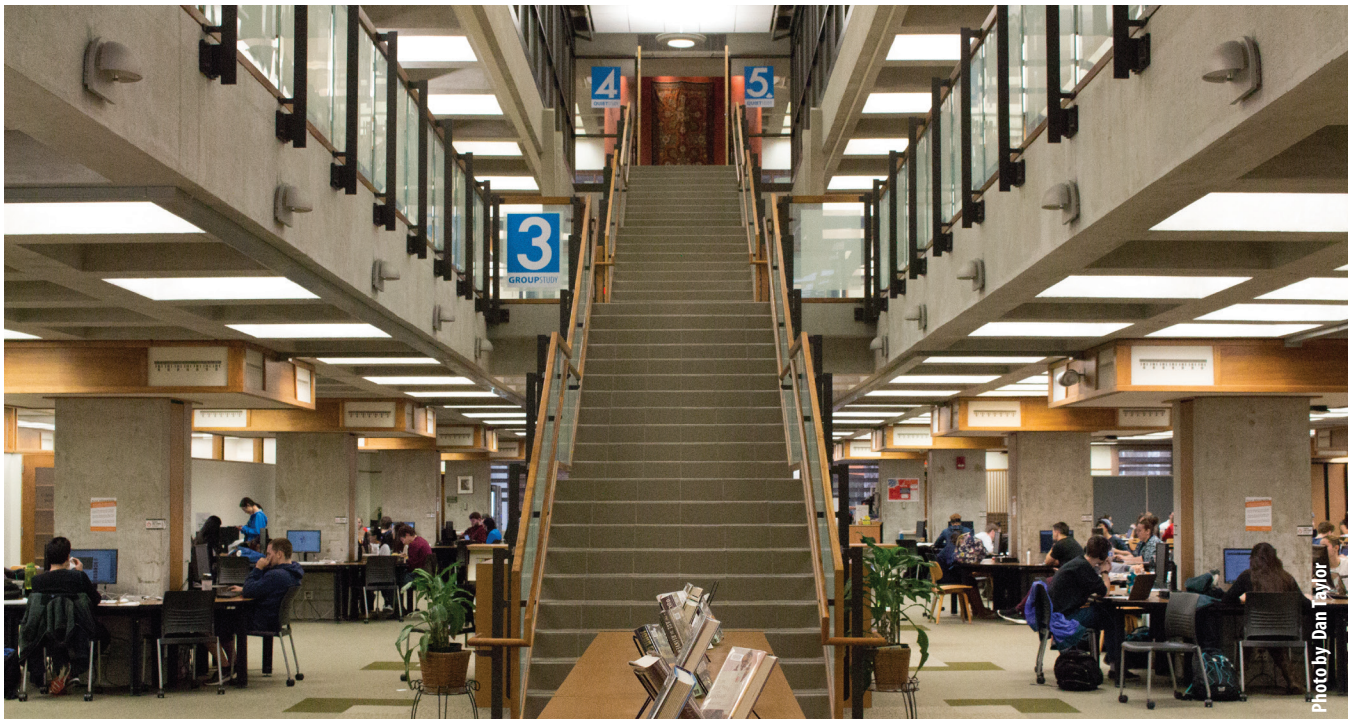
- Encourage active engagement with digital content

Photo by Dan Taylor

DIGITIZATION SERVICES

AWARENESS & ADVOCACY

AWARENESS & ADVOCACY

GOAL

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.

ACTIVITIES

- Develop a regional Awareness and Advocacy Plan to include collecting concerns, observations, statements, and anecdotes to be used in advocacy efforts.

- Participate with NYLA and other library systems in statewide advocacy efforts.

- Work with other organizations to develop and maintain a record of what is happening to libraries regarding staffing and funding.

- Develop within SCRLC a support system to help make connections (mentoring or coaching) and to build a knowledge infrastructure. This might be via a private discussion list or platform, e.g. LinkedIn.

- Offer advocacy training, to focus on relationship-building to include ideas on how to identify whom you should be talking to locally.

GOAL

Facilitate recruitment into the profession.

ACTIVITIES

- Maintain and broaden ties with library schools.

- Develop regional networking opportunities for area MLS/MLIS students and for those considering a career in librarianship.

- Offer MLS/MLIS internship opportunities.

- Develop an online discussion forum or list for students.

GOAL

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

ACTIVITIES

- Offer communications and training; address at directors' meetings.

- Offer safe zone training (train the trainer); include socio-economic aspects.

AWARENESS & ADVOCACY

GOAL

Facilitate and promote a diverse regional library workforce; as a component of this goal to improve SCRLC's recruitment of diverse candidates for available positions

ACTIVITIES

- Ensure that positions are widely advertised via scrlc-l, library schools, and lists that reach out to underserved communities, e.g. ALA's Spectrum distribution listserv.

- Ensure that regional library organizations have access to lists that reach underrepresented groups.

COMMUNICATIONS AMONG
MEMBER LIBRARIES & LIBRARY SYSTEMS

GOAL

Through networking opportunities and participation in regional and statewide programs and services, facilitate relationship-building and partnerships among member libraries and library systems.

ACTIVITIES

- Revise and implement the Communications Plan.

- Update SCRLC's logo and branding.

- Maintain frequent communication with members through visits, email, website, chat, phone, weekly newsletter, etc.

- Redesign SCRLC's website, making it more social, easier to locate content, and relevant to member organizations.

- Redesign the annual individual reports to the membership.

- Increase scrlc-l subscriptions and communications open rate by 25% over the life of the Plan of Service.

- Investigate LibGuides for a greater role in conveying SCRLC information and content.

> **"Everytime I get to encounter or work with librarians, I'm always impressed by their sheer awesomeness."**
> — Neil Gaiman (Author)

AWARENESS • COMMUNICATION