WNYLRC
Western New York
Library Resources Council

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Western New York Library Resources Council
Strategic Plan of Service 2011-2016

Approved by the WNYLRC Board of Trustees March 22, 2011

Strategic Planning Task Group Premise

Strategic Planning Task Group Members

- Ann Kling, Buffalo & Erie County Public Library
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- H. Austin Booth, University at Buffalo
- Ann Tenglund, St. Bonaventure University
- David Schoen, Niagara University
- Toniann Scime, Amherst Museum
- Rand Bellavia, D'Youville College
- Laura Osterhout, WNYLRC
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Past members:

- David Brooks, Niagara Falls High School
- Jeff Ross, Infotech Niagara

The WNYLRC Board of Trustees established the Strategic Planning Task Group with the charge to explore member needs and WNYLRC's response to those needs. This Task Group also examined how WNYLRC funds are currently allocated, what resources - including staffing and dollars- would be required to ensure continued success for its existing services, and what the organization would need for future services. WNYLRC had already begun changing the way it provided services to its members as a developer of services and creator of content. In 2003, WNYLRC established *Ask Us 24/7* an online virtual reference service that now has over 40 participating libraries. With the increased interest in digitization, WNYLRC created WNY Legacy (now New York Heritage) in 2006 as the platform for its member's digital content.

The Task Group concluded that in order for WNYLRC to best assist its members, the organization needed to adopt a different service model. The model that has been in existence for over 40 years has been based on assisting members with traditional library services (interlibrary loan, union catalog, record conversion, and access to bibliographic data). This model no longer adequately meets the needs of our members in light of the drastic changes in resource sharing, delivery of information, and advances in web-based applications. The Task Group recommends a service model that allows WNYLRC to be adaptable, nimble, and proactive in implementing change, allowing WNYLRC to stay ahead of technological advancements. WNYLRC will be an instrument for change and experimentation and provide ample opportunities for members to test new theories and participate in new initiatives.

The Strategic Planning Task Group recommended (as approved by the Board of Trustees in November 2010) that WNYLRC adopt a more dynamic model based on information gathered from WNYLRC constituency groups from 2008 – 2010. Therefore, the new service model is based on the following:

- WNYLRC will operate on the premise of specific principles that consider the end users and the library community as beneficiaries of its actions rather than relying on a mission statement that specifies current services and has the potential to become outdated.
- WNYLRC will provide seed money when available for new initiatives and avoid supporting in perpetuity programs and services that are core to library services and should be supported by member libraries themselves.

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- WNYLRC will become more nimble, adaptable, and proactive, and therefore better able to support its members.
- WNYLRC will recognize that the field of librarianship is on a course of rapid change and that WNYLRC is poised to both lead and assist its members in meeting the challenges and opportunities that are the consequence of change.

WNYLRC: 2011 - 2016

WNYLRC's new identity better defines the organization's relation to its members, library users and the library community. WNYLRC's revised service model and identity for 2011-2016 is illustrated through a purpose statement, a tag line, a vision statement, and a set of guiding principles.

Purpose statement

WNYLRC is a member-driven organization that helps libraries build connections with each other, library users, and the larger community.

Tag line

Questioning existing practices. Testing new ideas. WNYLRC: a leader in library innovation.

Vision statement

Questioning existing practices. Testing new ideas. WNYLRC: a leader in library innovation.

WNYLRC Guiding Principles

Community and Collaboration: ***Working together is more effective than working alone***
When we come together as a community and work toward a common goal, we are better, stronger, and more likely to succeed.

Innovation: ***Creating value through positive change***
New ideas, technologies, services, and programs need an incubator.

Education: ***Cultivating a culture of learning***
New skills and knowledge create opportunities.

Connecting: ***Blurring boundaries***
Building bridges requires facilitating connections among diverse groups.

Advocacy: ***Championing libraries***
Securing support requires telling a compelling story.

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Strategic Plan of Service 2011-2016 Elements

Element 1 - Resource Sharing:

1. Coordinated Collection Development

Goal: Leverage the purchasing power of academic libraries using the Coordinated Collection Development Aid program to increase local collections and/or improve information access for end-users.
Years: 1, 2 , 3, 4, 5.
Intended result: Increase number of titles or resources purchased for regional collections, include patrons in purchasing decisions, reduce reliance on borrowing and focus more on ownership of materials, reduce patron wait times. Resource sharing committee will spearhead pilot initiatives with academic libraries in leveraging CCDA funding.
Evaluation methods: # of items and # of titles (print and non-print) are added to local collections and available for inter-loan within the region.

2. Catalog

Goal: Continue to monitor both regional and state-wide resource sharing. Establish partnerships with member libraries and library systems, other 3R Councils, and/or other organizations in enhancing access to information. *Years:* 1, 2, 3, 4, 5.
Intended result: Improve patrons' access to information by removing artificial boundaries and barriers. Programs developed by WNYLRC committees (i.e. Resource Sharing Committee, Regional Advisory Committee) and staff will help to increase access for patrons of member libraries to other library collections and information that exist within the region and/or other geographic areas in New York State.
Evaluation method: # of meetings attended, # of informational sessions attended, # of discussions occurring, # of partnerships established.

3. Delivery

Goal: Continue to monitor both regional and state-wide delivery of library materials. Establish partnerships with member libraries and library systems, other 3R Councils, and/or other organizations to improve delivery models as needed.
Years: 1, 2, 3, 4, 5.
Intended result: Improve patron's access to information by removing artificial boundaries and barriers. Programs developed by WNYLRC committees (i.e. Resource Sharing Committee, Regional Advisory Committee) and staff will help to increase access for patrons of member libraries to other library collections and information that exist within the region and/or other geographic areas in New York State.
Evaluation method: # of meetings attended, # of informational sessions attended, # of discussions occurring, # of partnerships established.

4. Interlibrary Loan

Goal: Continue to monitor and facilitate both regional and state-wide resource sharing. Establish partnerships with member libraries, other 3R Councils, and/or other organizations in enhancing interlibrary loan and resource sharing initiatives.
Years: 1, 2, 3, 4, 5.
I*ntended result:* Improve patron's access to information by removing artificial boundaries and barriers. Programs developed by WNYLRC committees (i.e. Resource Sharing Committee, Regional Advisory Committee) and staff will help to increase access for patrons of member libraries to other library collections and information that exist within the region and/or other geographic areas in New York State.
Evaluation method: # of meetings attended, # of informational sessions attended, # of discussions occurring, # of partnerships established.

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5. Other – Information Access
Goal: Improve or expand existing programs (i.e. WNYLRC's InfoPass program) or establish partnerships with member libraries and library systems, other 3R Councils, and/or with libraries and organizations outside our region to widen the access to collections and information through additional program initiatives.
Years: 1, 2, 3, 4, 5.
Intended result: Borderless access to library collections in at least New York State. Programs developed by WNYLRC committees (i.e. Resource Sharing Committee, Regional Advisory Committee) and staff will help to increase access for patrons of member libraries to other library collections and information that exist within the region and/or other geographic areas in New York State.
Evaluation method: # of InfoPasses issued, # of partnerships established

Element 2 -Special Client Groups:

1. Hospital Library Services Program (HLSP)
Goal: Provide WNY hospital library staff and the wider health care community with access to expert assistance in health information and guidance through consultations and services regarding health information.
Years: 1, 2, 3, 4, 5.
Intended result: Allows members to obtain information from experts and other professionals to improve patron access to health-care information.
Evaluation method: # of consultations, # of services provided, List of topics covered, # of hospitals resigning, # of workshops provided, # of reports written.

Goal: Provide WNY hospital library staff and the wider health care community opportunities for networking, communication and collaboration among hospitals and the larger healthcare community in Western New York.
Years: 1, 2, 3, 4, 5.
Intended result: Establishment of partnerships between and among hospitals and the larger healthcare community, economy of scale through coordinated services, and improved relationships with members.
Evaluation method: # of partnerships, # of coordinated services, # of networking events, # of participants.

Goal: Provide WNY hospital library staff and the wider health care community with access to grant funds, proprietary database access and training on the utilization of health care-related resources.
Years: 1, 2, 3, 4, 5.
Intended result: To increase knowledge and improve skills that will contribute to both professional and personal growth and to improve hospital library collections and available resources.
Evaluation method: # of grants provided, # of titles purchased, # of searches conducted, # of reference interviews conducted.

2. Other: Documentary Heritage Program (DHP)
Goal: Assist the Regional Archivist in completing goals and objectives in the Documentary Heritage Program annual work plan.
Years: 1, 2, 3, 4, 5.
Intended result: Provide needed services and guidance to small repositories. Increase WNYLRC's visibility with non-members who receive services through the DHP.
Evaluation method: Annual program statistics, # of collections added to New York Heritage.

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Element 3 - Professional Development and Continuing Education

1. Members

Goal: Provide WNYLRC members and the wider Western New York library community with high-quality in-person and online training on a variety of topics that will contribute to both professional and personal growth.
Years: 1, 2, 3, 4, 5.
Intended result: WNYLRC staff will work with WNYLRC committees (i.e. Preservation, Continuing Education, Regional Advisory, Health Information Access, WNY Library Assistants, and Resource Sharing) to plan and host educational and topical training sessions for librarians, library assistants, staff from under-served libraries, and non-members in the Western New York area to increase knowledge and develop skills that will contribute to professional and personal growth. Topics may include current trends in the field, best practices, consumer health information, time management, preservation, e-books, emerging technologies, and other relevant areas of interest to our members.
Evaluation method: # of programs, session surveys, #of attendees, survey results, attendee feedback and suggestions.

2. WNYLRC Staff

Goal: Provide WNYLRC staff with the opportunity to pursue activities that will contribute to both professional and personal growth.
Years: 1, 2, 3, 4, 5
Intended result: WNYLRC staff will be up to date on current trends and best practices in librarianship and will contribute to WNYLRC's overall success as an organization.
Evaluation method: #of programs, # of positive performance evaluations.

Element 4 - Consulting and Development Services

1. Consulting Services

Goal: Improve WNYLRC members' access to sources of expertise and information in specific areas such as copyright, technology, disaster response and recovery, consumer health, and preservation of resources through the development of delivery tools that can provide appropriate assistance (i.e. an expert database, a list of local resources).
Years: 1, 2, 3, 4, 5.
I*ntended result:* Allows staff from member libraries and library systems to obtain information from WNYLRC staff, experts and other professionals who may be put on retainer by WNYLRC, have special partnership status with WNYLRC, or have been contracted for specific services by WNYLRC.
Evaluation method: # of connections between members and experts, usage statistics, # of collections identified, survey results, and committee driven (i.e. Preservation Committee) telephone query interviews to identify specific needs and gage the effectiveness of offered consulting services.

2. Other: Research and Development

Goal: Explore, identify, and incubate innovative technologies, theories, methods, original research, and programs for library use that adhere to WNYLRC's established guiding principles.
Intended result: With assistance from WNYLRC Committees (i.e. Regional Advisory Committee) WNYLRC will provide a testing environment for new and relevant technologies, programs, and pilots for WNYLRC member libraries to improve outreach, workflows, or services to its own patrons and member libraries.
Years: 1, 2, 3, 4, 5.
Evaluation: Survey results, # of programs or pilots, or any other meaningful means as identified by WNYLRC during the service period.

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Element 5 - Coordinated Services:

1. Virtual Reference - Ask Us 24/7

Goal 1: Provide a virtual reference program, with the support of the Regional Advisory Committee, through which New York State library patrons can receive quality reference help online, when away from the library, or during times when their library is closed.
Years: 1, 2, 3, 4, 5.
Intended result: Library patrons will have successful experiences with the service, leading them to use it whenever they have an informational need.
Evaluation method: Patron surveys, growth in the number of participating libraries.

2. Digitization - New York Heritage

Goal: Continue to enhance the regional digitization program through which WNYLRC members are able to digitize collections documenting the rich history of the Western New York region and make the collections freely available online with collections from other NY 3Rs member libraries around New York State through the state-wide portal New York Heritage.
Years: 1, 2, 3, 4, 5.
Intended result: WNYLRC members will reach a wider statewide audience by sharing digitized collections online and library users will be able to access collections from across New York State through one web site.
Evaluation method: CONTENTdm usage statistics for collections, Google Analytics statistics for web site usage, # of collections, # of contributing WNYLRC members, # of 3Rs councils participating, # of total collections.

Element 6 - Awareness and Advocacy

Goal: Develop the necessary infrastructure to mobilize staff from member libraries and library systems to advocate for libraries within the region and improve advocacy skills across all types of libraries.
Years: 1, 2, 3, 4, 5.
Intended result: Create a mobilization plan that encourages library staff from member libraries and library systems to increase public awareness of libraries, raise money for the NYS Political Action Committee for Libraries, pilot advocacy campaigns, test marketing and promotional tools that advocate for libraries, and facilitate education of area funders and legislators on the role libraries play in society, community, and economic development. Work with library school students, current library staff, and community leaders to develop advocacy skills.
Evaluation method # of mobilization plans, # of contacts, # of students participating,# of library staff volunteering, # of articles or announcements published,

Element 7 - Communications Among Members and Member Library Systems

1. General membership

Goal: Continue to improve relationships among member libraries and library systems through potential partnerships, cooperative programs and services, information dissemination, and networking opportunities.
Years: 1, 2, 3, 4, 5.
Intended result: Establishment of partnerships between and among WNYLRC members, economy of scale through coordinated services, and improved relationships with members.
Evaluation method: # of contacts, # of programs, # of services, # number of promotional pieces, # of communications, # networking opportunities, # of WNYLRC staff participating on system Councils or Advisory Groups

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2. Department of Library and Information Studies (University at Buffalo)
Goal: Continue to work with and partner with the Chair and faculty of the Department of Library and Information Studies (DLIS) to strengthen the relationship between member libraries and library systems and the department.
Years: 1, 2, 3, 4, 5.
Intended results: Students in the DLIS program will have a greater understanding of NYS library systems and WNYLRC in particular, increase the opportunity for joint partnerships and activities, and improve the overall relationship between the department and WNYLRC. Work with current instructors in providing opportunities for making connections between students and the library community (i.e. internship matching day, mentoring program).
Evaluation methods: # of communications, # of orientations WNYLRC staff present at, participation on DLIS advisory boards, # of presentations provided to DLIS classes.

3. WNYLRC Committees
Goal: Provide opportunities for all WNYLRC standing committees to collaborate on projects, programs and other issues of interest to WNYLRC members.
Years: 1, 2, 3, 4, 5.
Intended results: Avoid duplication of committee activities, encourages joint projects and initiatives.
Evaluation methods: Quantitative reports on events or communications that are generated by collaboration, as well as methods such as surveys, or any other meaningful means as identified by WNYLRC during the service period.

Goal: Review WNYLRC standing committee structure to ensure its continued usefulness in effectively meeting the 2011-2016 Plan of Service goals and initiatives.
Years: 3.
Intended results: Ensure WNYLRC committees and their activities continue to support WNYLRC's guiding principles and provide the necessary infrastructure.
Evaluation methods: Quantitative reports on events or communications that are generated by collaboration, survey results and/or any other meaningful means as identified by WNYLRC during the service period.

4. Academic and Special Libraries
Goal: Continue to work with and partner with the academic and special libraries to identify issues and concerns impacting their services.
Years: 1, 2, 3, 4, 5.
Intended results: Identify specific WNYLRC services and programs that help our academic and special libraries serve their constituency. Provide opportunities for pilot programs and facilitate relationships between public libraries and library systems and academic libraries. Provide opportunities for academic staff to participate in community service.
Evaluation methods: # of programs, services, discussions, meetings.

5. Western New York library community
Goal: Provide a mechanism through which WNYLRC members and the larger Western New York library community can share or publish experiences, best practices, original research and/or articles on topics relevant to the library field.
Years: 1, 2, 3, 4, 5.
Intended results: WNYLRC members and the larger Western New York library community will share information, ideas and research through various venues, such as a listserv, a blog or online journal which will be freely available online.
Evaluation Method: # of articles and blog postings, # of comments or online discussions.

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Element 8 - Cooperative Efforts with Other Library Systems

1. NY 3Rs

Goal: Continue to work with other 3Rs on joint programs, initiatives, services and professional development activities.
Years: 1, 2, 3, 4, 5.
Intended result: Improved economy of scale, improved cooperation, increase in joint activities among WNYLRC committees and other entities, and improved relationships with our colleagues across the state.
Evaluation method: # of programs, # of initiatives, # of services, # of professional development activities.

2. School and Public Library Systems

Goal: Continue serving on school library system councils and advisory groups, support professional development activities of both school and public library systems, and develop joint projects when appropriate.
Years: 1, 2, 3, 4, 5.
Intended result: Collaborate with the three public library systems and five school library systems in Western New York.
Evaluation method: # of council meetings attended by WNYLRC staff, # of professional development activities.

3. New York Alliance of Library Systems

Goal: Continue WNYLRC's participation in the New York Alliance of Library Systems (NYALS) activities including its regional retreat.
Years: 1, 2, 3, 4, 5.
Intended result: Broaden WNYLRC's knowledge of and increase opportunities for collaboration with other public, school, and NY 3R systems throughout the state. It will also provide increased visibility and clout of library systems.
Evaluation method: # of conference calls, participation at retreats, # of meetings or discussions held, # of programs and partnerships developed.

Element 9 - Other –

1. Marketing

Goal: Improve the marketing of WNYLRC services, programs, and products more effectively through implementation of marketing plan, involvement of WNYLRC committees, increased number of media announcements, planning of special activities, and regional and state-wide presentations.
Years: 1, 2, 3, 4, 5.
Intended result: Increased use of WNYLRC products and services by current members and members who do not utilize WNYLRC services, increased outreach to potential members.
Evaluation method: Usage of WNYLRC products and services tracked before and after marketing or public relations event/campaign, # of new members.

2. Assessment

Goal: Develop a set of criteria for reviewing and evaluating current WNYLRC programs. Reviews will be conducted on a regular basis.
Years: 2
Intended result: Validates a program's ability to meet the current needs of member libraries and library systems and ensure effective use of funds.
Evaluation method: Compare programs with the established rubric