

South Dakota

State Library

Strategic Plan

FY 2007 - 2013



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Executive Summary

A South Dakota State Library for the 21st Century

Vision

Good libraries are critical to the social and economic development of our communities and to the vitality of our democracy. The South Dakota State Library –

- strengthens the work of public, school, and academic libraries throughout the state
- expands citizen access to library services
- develops specialized collections that supplement the resources of other libraries
- improves the work of state government by providing timely access to information.

Through all of this work, the lives of South Dakota's citizens are enriched and our state government becomes more efficient and effective.

Mission

The South Dakota State Library provides leadership for innovation and excellence in libraries and services for state government.

Plan for the 21st Century

Since 1913 the South Dakota State Library has worked to strengthen libraries and to expand access to library services to all South Dakotans. By law, the State Library:

- supplements the services of local libraries,
- increases the proficiency of librarians by providing training and continuing education,
- provides specialized services or materials that individual libraries can not feasibly deliver on their own, and
- serves the library needs of state government employees.

In collaboration with other libraries throughout South Dakota, the State Library also plays a vital role in the collective effort to:

- protect our heritage and create a path to the future,
- build and strengthen communities by enabling citizens to engage in lifelong learning;
- link citizens and businesses to new economic opportunities; and
- promote information literacy using up-to-date technological systems.

Although the mission of the South Dakota State Library has not altered substantially in 94 years, the means and strategies used to achieve its goals have adapted to the tools and technologies of the times. As South Dakota becomes more deeply engaged in the global knowledge-based economy of the 21st century, the need to adapt has never been more urgent.

Assessing Operations in 2006

Aware of the tremendous changes taking place in society and libraries since the advent of the Internet and other digital communications technologies, the South Dakota State Library and the Department of Education hired internationally recognized library consultant Dr. Mary Bushing in 2005 to conduct an assessment of the operations of the South Dakota State Library. As part of her report, the Library Board and the Department also asked Bushing to suggest the highest and best uses of the Library's resources to meet the needs of the people of South Dakota in the 21st century.

Bushing conducted her study in 2005-2006. Her work included numerous public forums, focus group discussions, and interviews with professionals from many types of libraries. A brief chronology of the development of her work includes:

- **December 2005** – review of planning documents, physical plant, and statistics on use.
- **January 2006 - March** – one-on-one interviews and conference calls with library staffs and focus groups with patrons;
- Nine public meetings held around the state that included interested citizens and library professionals;
- **April** – retreat meetings with State Library Board and State Library staff;
- **May** – preparation and submission of draft report;
- **June** – distribution of draft report to citizens and library professionals statewide and listening sessions in eleven communities throughout the state for feedback;
- **July** – State Library Board formally accepted the report, directing staff to address several concerns raised during the public comment period regarding the Interlibrary Loan program and the need to work with a network of public libraries to offer services to underserved parts of the state.

A Summary of the Bushing Report

The Bushing Report highlighted the tremendous changes taking place in society and in libraries as the result of the communications revolution that has given birth to the Internet Age. The report noted that citizens now expect to be able to access information at anytime and anywhere and that as expectations change institutions need to adjust as well.

The report offered a careful assessment of the State Library's operations and focus in 2006 and suggested that stakeholders perceived that the State Library had:

- focused much of its library development work on the state's smallest libraries;
- missed opportunities to leverage its resources to benefit other libraries and more citizens;
- devoted much of its resources to the development of a general public collection that duplicates what is commonly held by other libraries in the state; and
- failed to build strong partnerships with state agencies to improve the knowledge base of state employees.

The Bushing Report also identified opportunities for the State Library to enhance the impact of its services on the state's library system by:

- becoming more of a leader in the development of professional library services throughout the state.
- expanding its online collections of newspapers, magazines, books, and other information sources that can be made available to all South Dakotans;
- increasing online services that support workforce development and lifelong learning;
- offering increased training for local librarians to help them meet the increasingly complex information needs of their patrons.

To use its resources most efficiently to benefit a maximum number of South Dakota libraries and patrons, the Bushing Report suggested that the State Library should:

- cease lending directly to the public (except for Braille and Talking Books);
- reduce the number of public access computer terminals available at the Library;
- limit remote research services to calls channeled through local libraries;
- de-accession approximately 80 percent of the existing general book collection by distributing these books free of charge to other libraries around the state with the understanding that the local libraries will continue to make these materials available through interlibrary loan;
- acquire, catalog, house and maintain only those materials that support the mission of the Library;

From focus groups and communications she had with librarians around the state, Bushing also concluded that the State Library should continue to:

- provide onsite access to State Library collections;
- support and develop collections that are essential for the delivery of services to state government;
- enhance and maintain its collections related to professional library management, South Dakota history, and Native American culture;
- coordinate and provide added support for the statewide interlibrary loan system;
- deliver backup research assistance to local libraries with patrons who have sophisticated research needs; and
- provide services to citizens eligible for the Braille and Talking Book Library program.

Developing a New Strategic Plan

Since accepting the Bushing Report in July 2006, the State Library Board, the Department of Education and the staff of the State Library have been working on the development of a new strategic plan for the State Library based on the recommendations of the Bushing Report and further comments from public officials, librarians, and library patrons. In this work, the State Library has been assisted by TIE, under the supervision of MaryLou McGirr. McGirr has worked with the staff, the Library Board and the Secretary of Education to draft this plan so that the goals and objectives are clear, the action steps are focused on outcomes, and the means for evaluating success are transparent.

The goals and objectives for this new plan follow this overview. The Action Plan that identifies the specific steps to be taken, the resources needed, and the program for evaluation is provided in a companion document.

Next Steps

Distribute Parts of the General Collection

State Library staff members have already begun the transition process. Publicly-funded libraries around the state have been offered the opportunity to receive books designated for distribution from the State Library. Libraries who choose to participate must be part of and willing to lend through the Interlibrary Loan system. Many libraries have already submitted their requests to the State Library and staff has begun the work of preparing and shipping these volumes.

Retrain and Redeploy State Library Staff

The Action Plan includes a new staffing plan that accounts for a renewed emphasis on library development around the state, expanded online collections, and improved service to state government. The State Librarian and the Library Board, working with the Secretary of Education and his staff, are collaborating with the Bureau of Finance and Management, the Office of Personnel, and the Governor's Office to ensure that existing resources for facilities and staff can be redirected to facilities and personnel that will enable the State Library to meet its goals and objectives.

Work with Libraries to Integrate Data Systems

Maximizing the value of resources devoted to libraries across the state entails a collective effort to link libraries of all shapes and sizes on an integrated information system. The South Dakota Library Network (SDLN) has done well to benefit its member institutions, but the system suffers from the lack of participation of many smaller public and school libraries. The State Library is exploring ways to integrate more libraries into the common system.

Assessing the Interlibrary Loan System

Across the state patrons give the Interlibrary Loan System rave reviews. Behind the scenes, professional librarians are aware of pressures on the system. Costs keep rising. For many books, the cost to the library system of an interlibrary loan exceeds the price of buying the book brand new online. The State Library will work with the library community to develop an efficient and equitable system for lending and purchasing requested books and to assess the impact of pushing ILL to the local level.

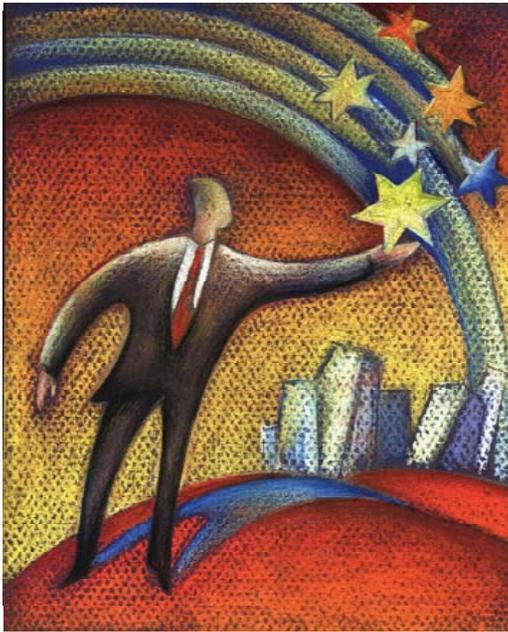
Continue to Build Awareness Among State Employees

The State Library will continue to work with state agencies to improve their knowledge of services offered by the State Library and to make it easy and convenient for state employees to access the Library's resources.

Collaborate to Create a Statewide System for the Underserved

Local libraries stand ready to meet the needs of rural and isolated patrons, but some system has to be developed using fees or public revenues to compensate these libraries for this work. The State Library will convene librarians from across the state to tackle this problem.

Goals, Objectives, & Performance Measures



– STRONGER LIBRARIES IN
SOUTH DAKOTA –

GOAL 1: BY 2010, SOUTH DAKOTA'S LIBRARIES WILL MEET ALL CITIZENS' INFORMATION NEEDS THROUGH THE LEADERSHIP OF THE STATE LIBRARY AS DOCUMENTED ON THE ANNUAL EVALUATION REPORT.

Objective 1: Determine services necessary to assist local libraries to build capacity for improved services.

Initiatives:

- Identify needs of state's libraries.
- Ascertain services and delivery methods.

- Create evaluation plan to collect and analyze data.

Objective 2: Establish statewide library policies and standards to facilitate best practices in all of the state's libraries.

Initiatives:

- Review statewide policies and standards.
- Revise identified policies and standards.
- Provide training and guidance to promote awareness and adoption of statewide policies and standards to library administrators and trustees.

Objective 3: Increase professional development opportunities for all librarians, library trustees, and educators to improve local library service, in collaboration with the South Dakota Library Association and others.

Initiatives:

- Provide appropriate and relevant training opportunities and consulting services in standard library practices.
- Support libraries in implementation of applicable library skills.
- Collaborate with the DOE to support and supplement curriculum by providing targeted training.

Objective 4: Ensure high-quality and timely backup research services to libraries and schools.

Initiatives:

- Provide prompt, appropriate, and accurate research services.
- Determine appropriate research skills training for State Library staff.
- Increase research skills ability of State Library staff through training.

– A MORE INFORMED STATE GOVERNMENT –

GOAL 2: BY 2010, THE STATE LIBRARY WILL MEET ALL SOUTH DAKOTA STATE GOVERNMENT AGENCY INFORMATION NEEDS THROUGH ACCESS TO TIMELY AND RELEVANT INFORMATION AS DOCUMENTED ON THE ANNUAL EVALUATION REPORT

Objective 1: Increase state employee awareness of the information resources available through the State Library.

Initiatives:

- Determine agency specific needs.
- Create and deliver training to state agencies.
- Maintain and promote information center web page.
- Create the framework with BOP to deliver programs and training.

Objective 2: Ensure that information resources provided meet the needs of state agencies.

Initiatives:

- Review and evaluate existing information resources.
- Identify trends and acquire related information resources.
- Modify research products and services developed for state agencies.

Objective 3: Ensure high-quality and timely research service to state government.

Initiatives:

- Provide prompt, appropriate, and accurate research services.
- Strengthen research skills of State Library staff.

– COLLECTIONS THAT SUPPORT THE MISSION –

GOAL 3: BY 2010, DESIGNATED COLLECTIONS, BOTH PRINT AND NON-PRINT, OF THE SOUTH DAKOTA STATE LIBRARY WILL MEET ALL SPECIALIZED NEEDS OF THE STATE'S LIBRARIES AND STATE GOVERNMENT AS DOCUMENTED ON THE ANNUAL EVALUATION REPORT.

(The collections are ones that support State Government Agencies, Professional Library Services, Federal Documents, State Documents, Research, South Dakota History and Culture, Regional Native American History and Culture, and Braille and Talking Books.)

Objective 1: Acquire and promote statewide access to electronic resources that are not affordable at the local level.

Initiatives:

- Establish Electronic Resources Task Force.
- Implement procedure for selection of electronic resources.
- Coordinate with vendors and agencies to provide statewide access.
- Provide electronic resources to meet the needs of digital content users.
- Evaluate the use of and satisfaction with licensed databases.

Objective 2: Build unique electronic collections.

Initiatives:

- Develop and promote state standards for management of digital content.
- Identify, capture, digitize, preserve, and make accessible state documents.
- Create online portal to South Dakota history and culture.
- 50% of heritage institutions will contribute to SDMemory.
- Increase volume of digital content in unique collections 5% annually.

Objective 3: Create, manage and sustain collections of books, media and other formats.

Initiatives:

- Acquire, organize, and maintain collections that support the mission of the State Library.
- Circulate requested materials to libraries, state employees, and Braille and Talking Book registered patrons.
- Coordinate and maintain State Document Depository System.
- Coordinate citizen access to federal document information.

— ACCESS FOR ALL THROUGH COLLABORATION —

GOAL 4: BY 2010, ALL SOUTH DAKOTANS WILL HAVE ACCESS TO LIBRARY SERVICES AS DOCUMENTED ON THE ANNUAL EVALUATION REPORT.

Objective 1: Strengthen the interlibrary loan program.

Initiatives:

- Study impact of shifting interlibrary loan responsibilities to local level.
- Create interlibrary Loan Study Task Force.
- Create an equitable system for sharing resources.
- Coordinate statewide support system for interlibrary loan.
- Increase number of libraries participating in ILL to 80%.

Objective 2: Provide services to blind and visually impaired citizens.

Initiatives:

- Acquire, organize, and maintain collections that meet the needs of users.
- Provide users with reliable reading equipment appropriate to their needs.
- Produce special format materials on request (textbooks, ADA compliant materials, regional materials, radio talking books, telephone newspapers).
- Provide Braille training to classroom brailleists, translators, tactile graphic specialists.
- Deliver training to local libraries about available services.

Objective 3: Identify programs to reach hard-to-serve patrons.

(Citizens who are unable to use standard print, are distance disadvantaged, or live in communities with no libraries or with limited library services.)

Initiatives:

- Facilitate stakeholder opportunities to explore appropriate service options.
- Identify, promote, and implement service options.
- Establish statewide library card program.
- Create and deliver training to expand the abilities of local library staff.
- 70 percent of libraries report implementation of skills.

Objective 4: Facilitate shared purchasing of electronic resources by libraries.

Initiatives:

- Establish Task Force to determine appropriate resources for group purchase.
- Negotiate statewide purchase contracts.
- Implement cooperative purchase programs.

Objective 5: Implement a statewide system for connecting automated library systems.

Initiatives:

- Establish Task Force in collaboration with South Dakota Library Network.
- Identify solution and build consensus among South Dakota libraries.
- Negotiate contract in conjunction with SDLN.
- Implement solution in conjunction with SDLN.

Objective 6: Improve libraries ability to provide services with grants.

Initiatives:

- Identify grant opportunities.
- Administer LSTA grant program.
- Promote innovative grant projects.
- Secure additional grant funds to meet identified needs, e.g. Gates Library Foundation.
- Assure grant compliance.