



Illinois State Library

Strategic Plan: 2008-2011

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Secretary of State & State Librarian

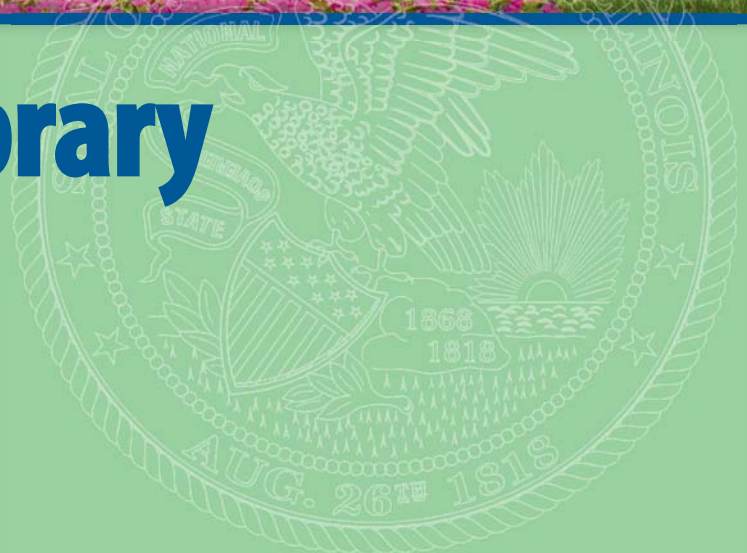


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As State Librarian I am pleased to present this Strategic Plan detailing the goals, objectives and initiatives of the Illinois State Library for the period of 2008-2011.

A committee comprised of staff representing every division of the State Library began examining all aspects of library operations in 2005. This proactive effort was designed to prepare the State Library for the challenges that lie ahead in addressing the ever-changing information needs of our patrons.

I commend the staff of the State Library who worked diligently to develop a plan that positions the State Library to address the needs of state government and the Illinois library community in the coming years. This comprehensive document is a reflection of the commitment and dedication of the State Library to providing the best possible programs and services to the people of Illinois, and to guarantee that the State Library remains at the forefront of the technology and information needs of its patrons into the next decade and beyond.



Jesse White

Jesse White
Secretary of State
& State Librarian



Illinois State Library

Strategic Plan: 2008-2011

Executive Summary

The Illinois State Library has been meeting the informational needs of state government since 1839. Over the years, the State Library's range of service has expanded from its genesis as a library for state government to the flagship of the 5,000-plus libraries strong Illinois Library and Information Network. The State of Illinois, like many other state governments, is facing an increasing demand for services with insufficient resources, both human and capital. To address this situation, the State Library developed a comprehensive strategic plan for the future.

As a key part of the planning process, the State Library identified its primary clientele as Secretary of State employees; members of the General Assembly and other state government employees; special users (Talking Book and Braille Service; electronic resources; Maps; Patents; adult literacy); and Illinois libraries and patrons.

A **mission statement** was adopted that states: *"The Illinois State Library promotes excellence in information access and innovative services for government, libraries and people."*



TOP: State Library Director Anne Craig (left) presents ceremonial checks to LSTA grant recipients from Alliance Library System libraries.



BOTTOM: Costumed State Library staff members Sandra Fritz and Gwen Harrison entertain children at the State Library during a special Family Reading Night event.

The Strategic Plan will serve as a road map for the State Library to follow in addressing programmatic and budgetary challenges in the coming years by emphasizing the following:

- The State Library recognizes that technology is the foundation of its services and programs. The State Library will use the best available technology to better serve its users.
- The State Library will invest in leadership by supporting continuous education activities for its staff and for libraries in Illinois.
- The State Library is committed to expanding opportunities for people having difficulty using library services. The State Library will strive to increase the state's literacy rate through its programs.
- The State Library intends to increase the use of its collection and services. A more aggressive outreach program is the vehicle for attracting new users and addressing the future needs of current users.

The State Library's **strategic vision** places an emphasis on customer service and complements the mission of the Office of the Secretary of State: "*Service Above All.*"

Introduction

Since its establishment in 1839 to serve the branches of state government, the Illinois State Library has undergone an evolution in the methods, resources and services provided. Over the years, the State Library's sphere of service has expanded to meet the information needs of the public through a statewide network of libraries and regional library systems. The network consists of more than 5,000 libraries of all types in the Illinois Library and Information Network (ILLINET).

Meeting the demands of these multiple roles is encompassed in the day-to-day work of the library's dedicated staff, which has used the technology that the times demanded

— from card catalogs to online databases; from date-due stamps to wand scanners. As the 21st century dawned, it became increasingly apparent that the State of Illinois, like many other state governments, is facing great demand for services with insufficient human and capital resources.

Realizing that it was time to think and act anew, the State Library staff embarked on a strategic planning process. Participating in that process were about 30 members of the library's staff, from front-line public service personnel to management. Dr. Donald O'Neal of the University of Illinois at Springfield facil-

MISSION STATEMENT

The Illinois State Library promotes excellence in information access and innovative services for government, libraries and people.

STRATEGIC VISION

The Illinois State Library envisions a future where its services contribute to the prosperity of the state and the quality of life of its residents.

itated the initial meetings that focused on the State Library's mission; goals, strengths and weaknesses; and strategies. In addition, an online survey of the Illinois library community was conducted, which garnered more than 1,000 responses, and a planning session with stakeholders from the Illinois library community was held to gather their input.

Rather than remain stagnant, the State Library is committed to maximizing efficiency while providing patrons with the most comprehensive and innovative programs and services possible in today's technological and global environment. Toward that end, a strategic plan has been crafted that is realistic and achievable.

Core Values

The State Library's core values include:

- Great customer service.
- Professional and knowledgeable staff.
- Timely access to information.
- Innovative programs and services.
- A diverse group of users.
- Resource sharing.

Strengths, Weaknesses, Opportunities and Trends

Strengths

- A dedicated and committed staff.
- Coordination of the statewide library network for resource sharing.
- Modern facilities at the Gwendolyn Brooks Building and the Talking Book and Braille Service building.
- Innovative statewide programs.
- Premiere library development initiatives.
- Leadership role with access to digital content.

Weaknesses

- Ineffective outreach to potential users.
- Inability to fund library technology development.
- Outdated general collection.
- Aging computers, printers, hardware and software.
- Cost of supporting two facilities in Springfield (Talking Book and Braille Service building and Gwendolyn Brooks Building).
- Lack of coordinated continuous education and training for staff.

Opportunities

- Educate state government employees about the value of the State Library.
- Invest in the Illinois WebJunction community.
- Consolidate Talking Book and Braille Service into the Gwendolyn Brooks Building.

- Strengthen digital imaging and literacy programs.
- Participate in online learning opportunities for staff development.

Trends

- Decreasing staff levels and budgets in state government.
- Increasing pace of technological changes.
- Demanding instant gratification on information requests.
- Increasing reliance on the Internet.
- Increasing continuous education opportunities for staff.
- Partnering with other libraries and organizations.

Primary State Library Clientele

- Secretary of State employees
- General Assembly and state employees
- Special users
 - Talking Book and Braille readers and seniors eligible for the program
 - Electronic resources users (digital images, virtual reference, electronic resources)
 - Maps and patents users (legal firms, businesses, entrepreneurs, engineers, planners)
 - Adult literacy users
- Illinois Library and Information Network (ILLINET) — the statewide network of local libraries and regional library systems that serve Illinois residents.



TOP: State Library map librarian Tom Huber speaks to students about the vast resources available in the Map Department. The Illinois State Library has the second-largest state library map library in the nation.

BOTTOM: Secretary of State Jesse White joins Library Development Group staffers Jeanne Urbanek (left) and Becky Hunter at the State Library's booth in the Secretary of State Tent at the Illinois State Fair.



TOP: Secretary of State Jesse White leads Illinois Library Day participants from the State Library to a rally at the State Capitol.

BOTTOM: State Library Director Anne Craig is interviewed by a reporter for a Springfield television station on Illinois Library Day.

Strategic Goals and Objectives

GOAL 1: Promote the Use of Technology to Improve Library Services

The Illinois State Library recognizes technology is the foundation of its services and programs. The State Library will use the best available technology to better serve its users.

Objectives

- Better serve statewide user needs by seeking the latest technology.
 - Ensure that grants awarded by the State Library foster the best application and use of technology by libraries.
 - Continue to support statewide and regional library system databases.

Operational Example: Lincoln Trail Libraries System local library area network

- Encourage participation in statewide virtual reference.

Operational Example: Ask?Away Internet-based reference service

- Develop a single unified source of information for overall grant administration, allowing libraries and organizations to easily apply for grants and for the State Library to efficiently manage records.
- Lead, partner and demonstrate technology solutions to promote efficiency statewide.
 - Identify and coordinate technology-related and other continuing education



opportunities available to State Library staff and the library community.

- Participate in federal and state initiatives that promote cost-effective telecommunications.

Operational Example: Assisting libraries in obtaining E-Rate telecommunications discounts

- Participate in WebJunction, an Internet-based service designed for librarians.
 - Provide community partner opportunities for Illinois libraries.
 - Administer Illinois WebJunction activities and grant opportunities.

Operational Example: Administering initiatives funded by the Bill and Melinda Gates Foundation

- Establish a single, statewide continuing education calendar and registration system.
- Coordinate statewide online content.
 - Develop a collection development plan for the Illinois Digital Archives and State

Library grant funded collections.

- Increase content in the Illinois Digital Archives following the collection development plan.
- Coordinate statewide purchases of electronic resources.

- Increase the proficiency of State Library staff in applying technology to job duties.
 - Conduct an annual assessment of the staff's technological and other work-related training needs.

GOAL 2: Provide Leadership to the Illinois Library Community To Enhance Library Service

The State Library will invest in leadership by supporting continuous education activities for its staff and for libraries in Illinois.

- Enhance the skills and knowledge of State Library staff to provide leadership.
 - Support the ability of staff to take ad-

- vantage of continuing education opportunities.
 - Provide opportunities for staff to share knowledge with other State Library staff.
 - Establish an annual State Library Staff Institute.
- Increase recognition of State Library staff by users and within the library community as experts in library service and development.
 - Provide staff presentations on areas of expertise for the library community and state agencies.
- Position Illinois librarians for leadership roles.
 - Institute a broad-based series of continuing education activities to be presented throughout the state.
Operational Example: Workshops for local libraries on accessing electronic state and federal documents
 - Increase the monetary amount and the number of Training Grant Scholarships.
 - Recruit individuals to the library profession from racially and culturally diverse backgrounds.
- Proactively cooperate with initiatives of libraries and other organizations in addressing key library issues.
 - Partner with libraries and other institutions in activities of common interest.
 - Pursue outside grant opportunities.
 - Designate a staff member the primary duty of writing grant applications for

submission to public and private sector granting entities.

- Establish an in-house vetting committee to review the State Library's grant proposals being submitted to public- and private-sector funding sources, as well as grants for which the State Library is asked to be a partner.
 - Investigate the feasibility of establishing the Illinois State Library Foundation.
- Update the Illinois Regional Library System Standards to establish benchmarks for library service in the state.
 - Revise the standards with the regional library systems and amend the Administrative Rules (23 Ill. Adm. Code 3030).

GOAL 3: Increase Access to Library Services for the Underserved

The State Library is committed to expanding opportunities for people having difficulty using library services. The State Library will strive to increase the state's literacy rate through its programs.

- Seek an increase in state funding for local public library service.
 - Work to increase the public library equalization aid formula from a maximum of \$4.25 to \$15 per capita.
- Promote high-quality library service for all K-12 students.

- Work to increase school library grant funding from a minimum of \$100 per district to \$750.
- Implement a plan for students to have access to quality library services and programs.

Operational Example: Project Next Generation

- Expand opportunities for libraries and literacy organizations.
 - Work to increase state funding for literacy programs by 20 percent.
 - Coordinate training for librarians using tools for communicating with non-English-speaking populations.
 - Promote training and employment of racially and culturally diverse library staff with multilingual skills on a statewide basis.

- Consolidate the State Library's statewide reading programs.

Operational Examples: Family Reading Night, Illinois Center for the Book, Read for a Lifetime

- Provide alternative library service for those who cannot read standard print material.
 - Expand opportunities for users of the Talking Book and Braille Service such as the federal government's transition to digital books.



TOP: The annual Small Public Library Management Institute is part of the State Library's acclaimed continuing education efforts.

BOTTOM: Sharon Russwinkel coordinates distribution of cassettes used in the State Library's Talking Book and Braille program.



GOAL 4: Increase Usage of the State Library's Collections and Services

The State Library will initiate a more aggressive outreach program that will increase the use of its collections and services.

- Increase the use of the State Library's facility and its entire collection, including reference, interlibrary loan and Talking Book and Braille Service.
 - Investigate the feasibility of moving the Talking Book and Braille Service to the Gwendolyn Brooks Building.
 - Provide a quality general collection to support state government.
 - Work to increase funding to support general collection.

- Expand and strengthen the State Library's role as an information provider.
 - Conduct an assessment of state government information needs.
 - Promote library services to its primary clientele.

Operational Examples: Talking Book and Braille Service, Map Collection, Patents, electronic resources

- Strengthen the Government Documents Program.
 - Hire a state and federal documents coordinator.
 - Establish a section in the Library Operations Division to focus on government documents collections and services.



TOP: Secretary of State Jesse White unveils a plaque commemorating the renaming of the State Library building in honor of former Illinois Poet Laureate Gwendolyn Brooks. Attending the ceremony were Gwendolyn Brooks' daughter, Nora Brooks Blakely, Gov. Rod Blagojevich and Senate President Emil Jones, Jr.

BOTTOM: Secretary White addresses library advocates at an Illinois Library Day rally.

- Provide permanent public access to electronic government publications.
- Review and update the Collection Development Policy.
- Increase cooperative collection development with other libraries, including state agency libraries.
 - Work with Springfield-area libraries and state agencies on shared collection development.

GOAL 5: Promote Awareness of the State Library's Strengths and Services

The State Library has great assets to serve its primary clientele. An outreach program is the vehicle for attracting current and new users.

- Redesign the State Library's Web page in cooperation with the Secretary of State's Department of Information Technology.
 - Focus on services to state government and the public.
- Increase awareness to state employees of services provided by the State Library.
 - Update and implement an outreach plan to build relationships with and increase awareness of State Library services to state government.
 - Inform state government of the availability of video- and audio-conferencing services.

- Assess the needs of state government for State Library resources.
- Improve internal and external communications to lead State Library staff and the Illinois library community.
 - Utilize managers and divisional meetings as communication forums.
 - Publish a State Library Annual Report and *Illinois Libraries*, the State Library's quarterly journal, and revamp *E-News*, the State Library's weekly electronic newsletter.
 - Utilize WebJunction to promote excellence in Illinois libraries.

Conclusion

The strategies contained in this plan address the critical challenges facing the State Library over the next several years. The initiatives in this strategic plan build upon the State Library's statutory responsibilities, existing services and programs, such as the state and federal grant programs, continuing education institutes, and the ongoing relationships with the regional library systems and libraries of all types throughout the state.

This strategic plan will be used as a road map, to be closely monitored, to ensure that the financial resources allocated to the library follow the strategies that Secretary of State Jesse White and the Illinois State Library have set forth in order to provide continued quality programs and services to the people of Illinois.



Illinois State Library

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