

Strategic Plan

Northern Lights Library Network

Fiscal Year 2014

Northern Lights Library Network is a cooperative network of members in academic, public, school, and special libraries in 23 counties of North Central and Northwest Minnesota. Together we work at the grassroots level to bring together all types of libraries and collections in the region to discover, enhance, and share resources through administrative, technological, and educational support.

In compliance with Minnesota Rules Chapter 3530 and the Minnesota Department of Education Multicounty Multi-type Library state aid requirements, an approved three-year strategic plan with a narrative of the process used to create the plan must be submitted to the State of Minnesota MDE by July 1, 2013 for FY14. The narrative must include the needs assessment process and how stakeholders were consulted. A new three-year strategic plan for FY14 is below. The narrative used to design the strategic plan follows.

The strategic plan includes a vision statement, a mission statement, identification of core values, and goals and objectives. A basic logic model is used, which is a picture of how each program will work and the measures needed to ensure that they work, such as: Inputs, activities, outputs, and impact. The structure of the strategic plan and program and service development must fall within the parameters of Minnesota State Statute 134.351 that requires multi-type systems to: Share resources among all participating libraries (Goal I); Provide long-range planning for cooperative programs (Goal II); Develop a delivery system for services and programs (Goal III); Development of a bibliographic database (Goal IV); Maintain a communications system among all cooperating libraries (Goal V). State aid expenditures align with Northern Lights Library Network FY14 budget.

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Northern Lights Library Network Strategic Plan Fiscal Year 2014

Vision Statement: Libraries are attractive, welcoming places that are friendly, open, inclusive, accessible, innovative, and a source of community pride where people can go to learn what they need to know in order to thrive and grow in their communities. When libraries work together, communities grow stronger, and the lives of all Minnesotans are enriched.

Mission Statement: Northern Lights Library Network is a cooperative network of members in academic, public, school, and special libraries in 23 counties of North Central and Northwest Minnesota. Together we work at the grassroots level to bring together all types of libraries and collections in the region to discover, enhance, and share resources through administrative, technological, and educational support.

Core Values:

In principle and practice, libraries are at the core of a democratic society, defending the freedom of all citizens to:

- Access information to make informed decisions
- Read material that interests them
- Use technology successfully to stay current and access resources.
- Engage in learning throughout the life cycle

We believe in inclusive library environments that are accessible to all persons.

We work together to ensure that all who use our libraries and collections feel welcome.

We create libraries and collections that are well organized and easy to use.

We support lifelong learning by determining our library user's interests and needs and then teaching them how to use the resources that assist them in learning what they want to know.

We build bridges between libraries and believe that libraries themselves are bridges between physical and electronic access to information; bridges between people and technology; and bridges between resources available and the community needing to use those resources.

We communicate the purpose and benefits of libraries to citizens of the region.

We believe in the inherent value of books.

We advocate for ongoing, sustainable, and continuous library funding at the local, state, and national level.

The main purpose of Northern Lights Library Network is to make all libraries in the region stronger.

Objectives are placed in order following each goal by size of state expenditure.

GOAL I: SHARE RESOURCES AMONG ALL PARTICIPATING LIBRARIES

- A. **Objective:** Support literacy initiatives among all types of libraries in Northwest and North Central Minnesota through the *Minnesota Literacy Initiative*. From early reading activities to advanced literary discussions, library literacy initiatives bring people together to get to know books in enjoyable and satisfying situations. Literacy promotes personal improvement and enlightenment, insures equality, dignifies, and creates prosperity.

The following five activities are programs or services of the *Minnesota Literacy Initiative*:

1. **Career development scholarships and library service funding** for staff and library board member participation in continuing education programs and events. Continuing education scholarships are awarded as incentive for individual growth and development in order to enhance library services throughout the NLLN region. Scholarships are available to all employees of NLLN member libraries. Scholarships may be used for the following purposes: Registration or tuition; Lodging; Meals; Transportation (mileage is for the use of a personal vehicle – only one person in a vehicle may request mileage); Parking; Required books or educational materials; Cost of a substitute to cover while applicant is at an event (applicant must have paid the cost of a substitute before requesting reimbursement). Reports summarizing the benefits of receiving the scholarships are required upon completion of continuing education opportunity.
Disseminate the information through published reports, blogs, and website postings when scholarship recipients return from continuing education activities.

State Aid Expenditures: \$20,000.00

System in-kind staff support: \$10,000.00

Anticipated outputs: Library staff attendance at local, regional, national, and international conferences to generate new ideas and best library practices among colleagues and constituents. Impact: Enhanced library services throughout the NLLN region and access to the broad spectrum of information and knowledge resources available.

2. **Ongoing library administrative and technical support** for the White Earth Child Care/Early Childhood Program (WECC/ECP) as they prepare a new community library and design a Smart Play Spot.

State Aid Expenditures: \$2,000.00

System in-kind staff support: \$6,000.00

All other revenue expenditures: \$150,000 IMLS grant, pending; \$150,000 BCBS Foundation Grant, pending.

Other in-kind support: \$5,000.00

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Anticipated outputs: A physical space for a community library, computers and desks for circulation of books and public use of the space, and books and library materials for the community library space.

Outcome: A new community library at White Earth and access to other literacy rich materials for people in the region, including books and access to electronic resources; increased use of information sources among the local population. Story time kits and books amounting to at least 100 new books and access to at least 5 new electronic resources.

Impact: Children at the 17 early childhood centers throughout the White Earth reservation will be prepared to begin school and people of all ages will have access to reading material. As a result, literacy rates should improve.

3. **“Poets Across Minnesota”**: Encourage the love of reading, literature, and the spoken word by sponsoring poetry readings and events for regional poets in and through libraries in the region. Sponsoring poetry in and through libraries promotes the value of libraries. “Poets Across Minnesota” is a program initiated by Northern Lights Library Network during FY13.

State Aid Expenditures: \$1,500.00

System in-kind staff support: \$5,000.00

All other revenue expenditures: \$2,000.00, other grants

Other in-kind support: \$10,000.00 poet professors

Anticipated outputs: Collaborative poetry readings and workshops for at least 3 school library media centers and libraries of all types in the NLLN region; one public event featuring poetry at a central location in the region.

Impact: Poetry will become accessible to high school students and others who may not always think of themselves as potential poets, allowing them to move beyond observing and reading to actually engaging in the writing process and speaking what is written.

Impact: Poetry in and through libraries extends literacy because it is linguistically rich and as a genre that is read aloud, makes literature a public event. While it is understood that poetry is currently taught, poetry holds the promise for exciting students and others about the richness of language. Improved reading scores on standardized test in the region will be the result. The backbone of “Poets Across Minnesota” is its close partnership with libraries. The act of writing creates empowered readers and writers and promotes the value of libraries in civic life. “Poets Across Minnesota” places the value of libraries in front of citizens by teaching students to learn, write, and speak poetry through libraries. Literacy promotes democracy and dignifies, and libraries are really at the core of that.

4. **Summer technology training** for librarians in the region to assist librarians in keeping up with rapidly changing technology with a focus on best practices, Summer 2014. Topics to be arranged and to include tutorials, videos for tablets and Kindle-type readers, material on research databases, etc. Efforts and focus will be to ‘train the trainers’, whereby those learning can develop and teach workshops of their own, in collaboration, when possible.

State Aid Expenditures: \$1,200.00

System in-kind staff support: \$1,200.00

Other in-kind support: \$600.00

Anticipated outputs: Attendance at workshop of at least 20 academic, school, public, and special librarians. Workshop participants will be more capable of teaching library users how to find information and access knowledge-based resources.

Impact: People in the NLLN region will become more technologically literate.

5. **Support *Spotlight on Books*** conference through fiscal year 2014 for people interested in youth literature from around Minnesota.

State Aid Expenditures: \$1,000.00

System in-kind staff support: \$12,000.00

All other revenue expenditures: \$10,000.00 through conference registrations.

Other in-kind support: \$12,000.00

Anticipated outputs: Adults who are excited about literature for children and young adults come away from *Spotlight* with a renewed sense of excitement about literature and share what they learn with the children and young adults they serve.

Impact: More knowledge of literature available for children and young adults by professionals working with them will improve the services offered to them and result in more reading.

- B. **Objective:** Meet local library needs collaboratively, as resources and needs arise.

Support special programming as needs and resources arise.

State Aid Expenditures: \$8423.00

System in-kind staff support: \$5,000.00

Anticipated outputs: Grassroots efforts at sharing resources and working collaboratively are brought together to meet local needs for library and collections services.

- C. **Objective:** Explore ways rural libraries can be served and enhanced in the North Central and Northwest region of Minnesota.

Conduct planning meetings with rural librarians to determine needs and to discover ways to make rural libraries a focus of NLLN's efforts. Investigate many more and more convenient technological methods for disseminating information.

State Aid Expenditures: \$0.00

System in-kind staff support: \$1,000.00

Anticipated outputs: Direct resources to rural library needs.

Impact: Strong libraries in rural areas of Minnesota. Improved local and regional understanding of the needs of citizens using rural libraries.

State Aid Expenditures for Goal I: \$34,123.00

GOAL II: LONG-RANGE PLANNING FOR COOPERATIVE PROGRAMS

- A. **Objective:** Facilitate collaboration, cooperation, and resource sharing between and among libraries throughout the NLLN region and the State of Minnesota.

Travel to libraries throughout the NLLN region, attend local, regional, and statewide meetings and conferences, serve on professional library committees, and attend MLA legislative initiatives. Serve on MEMO conference planning committee; serve on Minnesota Book Award committee; attend quarterly meetings with multi-type, multi-county library directors; attend

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MEMO and MLA conferences; attend MLA Legislative Days and distribute information between and among constituents, librarians, and legislators; present at conferences; meet with librarians locally and at the state level.

State Aid Expenditures: \$8,000.00 Director/staff travel.

System in-kind staff support: \$5,000.00

Anticipated outputs: Attendance at library functions.

Impact: Strong support of libraries throughout the State of Minnesota will hopefully result in continued funding and in maintaining and building a strong library infrastructure.

- B. **Objective:** Facilitate better communication about the purpose and benefits of libraries to citizens of the region.

Ongoing public relations efforts based on a SMART public relations plan through public service announcements and publicity in newspapers, radio and television stations. Collect, prepare, and distribute library public relations materials through libraries and media outlets in the region and receive feedback from member libraries on their public relations needs. In collaboration with members, visit community organizations throughout the region to promote libraries. Develop consistent message and branding and develop materials that can be used locally, such as radio, television, newspapers, social media, and online samples, with a possible publicity kickoff event. Determine outreach efforts used by Friends of the Library in Minnesota and use their organizations and materials as conduits for publicity.

State Aid Expenditures: \$2,500.00

System in-kind staff support: \$2,000.00

Anticipated outputs: Press releases, radio interviews, television stories, ads, Northern Lights Library Network brochure and its ongoing distribution, distribution of annual report.

Impact: Awareness among Minnesota citizens of the purpose and benefits of libraries, resulting in library usage and better lives.

- C. **Objective:** Support library advocacy activities.

The following six activities are library advocacy initiatives of Northern Lights Library Network:

1. **Provide added civic support for citizen engagement activities** in member libraries to activate the constituent base, increase support, and elect public officials who care about libraries. As a valued and trusted civic resource, libraries are in a key position to empower citizens to become actively engaged in the democratic process. Community engagement programming leads to optimism, individual well-being, and overall civic health. By friendliness and without begin threatening, libraries bring people together in a nonpartisan way, and provide them with un-biased facts in an impartial environment. As publically supported entities, libraries are uniquely positioned to address information needs of the people they serve through the use of physical space, technology, and skilled staff. Develop talking points and library stories that can be shared between and among libraries.

State Aid Expenditures: \$1,000.00

System in-kind staff support: \$3,000.00

Anticipated outputs: Civic engagement activities in regional libraries.

Impact: Healthy rural communities.

- 2. Develop activities that bring all libraries together** by creating and sustaining ongoing internships for graduates and undergraduates interested in a career in Library and Information Science through the learning opportunities engaged in by an NLLN library intern. Determine research and development initiatives to be implemented by intern.

State Expenditures: \$1,000.00

System in-kind staff support: \$5,000.00

Anticipated outputs: The ability for libraries of all types in the region to communicate freely with each other and to collaborate on projects that enhance services of libraries in the region.

Impact: Broader representation of NLLN members throughout the network in place at NLLN.

- 3. Join together Historical and Cultural Organizations and Museums and design a strategy to approach the organizations to become NLLN members** in order to strengthen their collections, support professionals managing their collections, and make the collections more easily accessible to citizens of the region. Develop strong ties with the Minnesota Historical Society in order for consistent information dissemination throughout the region.

State Aid Expenditures: \$500.00

System in-kind staff support: \$5,000.00

Anticipated outputs: Historical and Cultural Organizations and Museums in the region become members of NLLN and receive the benefits of membership.

Impact: Citizens throughout the region and beyond will increase their understanding of Minnesota rural history through access to and awareness of rural historical, cultural, and museum collections.

- 4. Conduct interviews of library media personnel in the region;** transcribe and analyze the interviews; report results through presentations and publication. Increase awareness of the importance of and need for library media centers and address concerns about the loss of certified teacher librarians managing library media centers.

State Aid Expenditures: \$0.00

System in-kind staff support: \$5,000.00

Anticipated outputs: 10 interviews; two publications; two presentations and reassignment of librarians from classrooms back to library media centers.

Impact: With qualified teacher librarians managing media centers, students learn the reading and research skills they need to be successful life-long learners and know how to determine between information that is reliable and unreliable. Students and teachers will have access to library collections that are well developed and maintained.

- 5. Call school library media centers and use existing electronic communication in the NLLN region** and offer assistance to complete the Minnesota Department Education (MDE), Library Services Annual Report. Show relationship on reading score results between schools that have teacher librarians compared to those that do not by increasing data collection results for the State of Minnesota Library Services School Library Annual Report. Between 2008-2011, the MDE showed a positive correlation between library

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programs and student achievement, as school library media hours went up or stayed the same, reading scores increased. Investigate training workshop at MEMO and TIES.

State Aid Expenditures: \$0.00

System in-kind staff support: \$1,000.00

Anticipated outputs: More completed surveys from school library media centers in the NLLN region with enough reliable data to draw correlations at the state level.

Impact: Improved and informed decision making at the state and local level concerning library media center services.

6. Participate in the library advocacy activities of the Minnesota Library Association.

State Aid Expenditures: \$0.00

System in-kind staff support: \$1,200.00

Anticipated outputs: Ongoing, sustainable, and continuous library funding at the local, state, and national level.

Impact: Community optimism, individual well-being, and overall civic health.

D. Objective: Bring professional library expertise into the region.

Professional engagement and support for individual library professionals in the region to devote their time and service to the ongoing work of the profession above and beyond their daily job. Professionals in the region must contribute to the library profession by presenting at a conference or by participating in a professional committee.

State Aid Expenditures: \$2,000.00

Anticipated outputs: Professional engagement at the state and national levels.

Impact: Improvement of the library profession and benefits to the entire library community.

E. Objective: Stay current on library developments.

Maintain memberships in library organizations, subscribe to library publications.

State Aid Expenditures: \$500.00

Anticipated outputs: Memberships and subscriptions to professional library organizations and publications.

Impact: Up-to-date library knowledge among NLLN membership.

Continuing education for NLLN Executive Director.

State Aid Expenditures: \$500.00

Anticipated output: Participation in continuing education activities for NLLN executive director.

Impact: Ability of NLLN executive director to share up-to-date knowledge with NLLN membership.

State Aid Expenditures for Goal II: \$16,000.00

GOAL III: DEVELOPMENT OF A DELIVERY SYSTEM FOR SERVICES AND PROGRAMS

- A. **Objective:** Secure needed library materials by getting them to patrons in a timely manner.

Interlibrary loan support for library systems in the region.

State Aid Expenditures: \$5,000.00

System in-kind staff support: \$5,000.00

Anticipated outputs: Interlibrary loan service to patrons in the NLLN region.

Impact: Timely access to library materials by patrons in the NLLN region.

State Aid Expenditures for Goal III: \$5,000.00

GOAL IV: DEVELOPMENT OF A BIBLIOGRAPHIC DATABASE

- A. **Objective:** Support existing online catalog structure in regional schools by providing training to library media personnel using the Destiny catalog.

Two Destiny webinars and one Destiny online catalog training at a central location during FY14. School library media specialists trained will branch out to conduct training in their region.

State Aid Expenditures: \$3,000.00

System in-kind staff support: \$1,000.00

Anticipated outputs: Training for up to 50 library media personnel

Impact: Improved access to library materials by students and teachers using the online Destiny catalog

- B. **Objective:** Access online bibliographic materials using the OCLC union catalog

Support cataloging fees for membership to the OCLC consortium by Northwest Regional Library System

State Aid Expenditures: \$600.00

Other in-kind support: \$1,500.00 NWRL cataloging

Anticipated outputs: Cataloging of 1,600 records

Impact: Patron access to online catalog materials

- C. **Objective:** Assist libraries in keeping up with rapidly changing technology.

Through ongoing interaction with members, determine technology resources available in the region and link those resources with libraries that need them on an ongoing basis throughout fiscal year 2014 and beyond. Determine supplemental funding sources available to libraries and collections in the region for hardware and software and make them available.

State Aid Expenditures: \$0.00

System in-kind staff support: \$4,000.00

Anticipated outputs: Up-to-date technology in area libraries.

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Impact: Citizens with technology skills and ability to access electronic resources.

State Aid Expenditures for Goal IV: \$3,600.00

GOAL V: COMMUNICATIONS SYSTEM AMONG ALL COOPERATING LIBRARIES

A. **Objective:** Develop and continue to maintain electronic and social media methods for communicating with members.

Send ongoing emails and Constant Contact and Listbox messages; maintain and update webpage; develop a Facebook page and Twitter account; update Flickr; manage and introduce emerging communication technologies. Brochure development and distribution, annual report development and distribution, various mailings. It should be noted that too many messages sometimes create a situation whereby the emails are automatically discarded, without being read. Therefore, it is necessary for NLLN to find the balance between information that is valuable and 'information overload'.

State Aid Expenditures: \$4,200.00

System in-kind staff support: \$5,000.00

Anticipated outputs: Communication between NLLN members.

Impact: The ability for libraries of all types to communicate with one another in the NLLN region.

State Aid Expenditures for Goal V: \$4,200.00

Total State Aid Expenditures for Goals I-V: \$62,923.00

Northern Lights Library Network Governing Board FY14

- Wayne Ingersoll, President, Lake Agassiz Regional Library, Clay County Commissioner
- Richard Anderson, Vice President, Beltrami County Commission
- Betsy Vinz, Treasurer, Lake Agassiz Regional Library, Moorhead Library Representative
- Gay Galles, School Library Representative
- Charlie Lindberg, Northwest Regional Library System Representative
- Ruth Holmgren, Viking Library System Representative
- Carol Sibley, Academic Library Representative
- Jenna Kahly, Public Library Representative
- Peter Bremer, Alternate Academic Library Representative
- Chris McArthur, Alternate School Library Representative

Northern Lights Library Network Executive Director FY14

Kathy B. Enger

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The design of questions for both the qualitative and quantitative data collection was based on Northern Lights Library Network need to further develop its strategic plan by identifying core values, determine library needs in the region, and discover how the multi-type library system could uniquely address those needs.

An electronic survey system was used to gather qualitative data from 23 NLLN members attending the 2012 annual meeting. Qualitative data was collected using 22 questions to determine core values, environmental scan, SWOT analysis, and needs analysis (see Table 1).

A phenomenological approach was used to analyze the qualitative data, following the Giorgi and Giorgi method of analysis (Giorgi & Giorgi, 2008). Enger and Lajimodiere (2011) outlined the phenomenological method used in this study:

1. The entire description written by the participant is read to discover the psychologically relevant lived meanings in the data and get a sense of the whole.
2. The text is reread and the researcher places a slash in the text each time a transition takes place to break the data into “meaning units”.
3. With the “meaning units”, the researcher begins the process of analysis: revealing meanings that are lived, but not necessarily clearly articulated or in full awareness; making the implicit explicit; moving from concrete lived situation as an example of something, to clarify what it is an example of; rendering and articulating psychological meanings as they are experienced and become visible.
4. The “meaning units” become the basis for writing the experience. The researcher dips into the subjective world of the participant as much as possible. The resulting analysis refers to the key constituents and to the relationships among them (p. 185)

Once responses to the qualitative data were analyzed, a survey was developed. The survey was pilot tested with NLLN Governing Board members (11) at the November 2012 meeting. When the pilot was completed and the survey edited, the online survey containing 39 questions was sent to the entire NLLN membership during the month of March 2013, using the Dillman (2007) method to encourage good response rate. Responses were based on a simple Lickert scale of Strongly Disagree; Disagree; Undecided; Agree; Strongly Agree. Out of 232 members sent the survey, 72 members completed the survey (nearly a 40% response rate) and 58 members answered all of the questions (a 25% response rate). The population used for this survey was the entire population, not a sample of it. See Table 2 for survey questions.

A Cronbach’s Alpha was run on the questions to determine reliability of the survey design and it was found that reliability ranged from 0.835348 to 0.852987. A value between 0.8 and 0.9 is the ideal range, showing that the questions were reliable. Reliability means that scores from an instrument are stable and consistent and that respondents consistently answer closely related questions the same way (Creswell, 2012). See Table 3 for the Cronbach Alpha results.

From the survey results, the vision statement, a mission statement, identification of core values, and the development of goals and objectives of the organization were developed. To determine program development and implementation that arise from goals and objectives, a logic model was developed for each for planned work and intended results, including: activities, outputs, and impact.

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Table I

Qualitative Questions Asked 23 Participants

Questions

CORE VALUES

1. Please take some time to think about the history of libraries in the United States.
What have libraries accomplished since they began in the mid-1880s?
Take your time in responding to this question.
2. What are libraries accomplishing today?
3. Name five words you might use to describe libraries.
4. What do you see as the role of libraries in the future?
5. What impact does your organization have on its community?
6. What makes libraries valuable?
7. What are the core values of your organization?
8. In as few words as possible, how would you describe the Northern Lights Library Network to a family member or neighbor?

ENVIRONMENTAL SCAN and SWOT ANALYSIS

9. Please describe the difficulties or problems libraries face today.
Take your time in responding to this question.
10. What actions have you taken to overcome your organizations obstacles?
11. What obstacles are beyond your control?
12. What does your organization do well?
13. What could your organization do better?
14. As you consider your experience and think about the education you have received,
What would you envision to be the best possible library?
15. Will you be able to be part of the meeting April 20th?

NEEDS ANALYSIS OF MULTI-TYPE LIBRARY SYSTEM REGION

16. What is a multi-type library system?
 17. What service provided by Northern Lights Library Network have been beneficial to you?
 18. Why are multi-type library systems important to the residents of your community?
 19. What services could multi-type libraries provide that are not currently provided?
 20. Please describe problems you may have experienced with multi-type library systems
and/or with the Northern Lights Library Network.
 21. What is the purpose or role of multi-type library systems in Minnesota?
 22. What would you like your neighbors to know about multi-type systems?
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Table II

Quantitative Survey Questions asked 232 Members

Responses base on Likert Scale: Strongly Agree, Disagree, Undecided, Agree, Strongly Agree

Qualitative Questions

1. Libraries are a place for people to access information through the collaborative efforts the professionals who manage them.
 2. Libraries are a bridge between physical and electronic access; a bridge between people and technology; a bridge between the resources available, and the community needing to use those resources.
 3. Libraries are attractive, welcoming places that are friendly, open, inclusive, accessible, and innovative.
 4. Libraries are a source of community pride where people go to learn from educational experts who teach them what they need to know to thrive and grow in their community.
 5. Libraries are a place where stories join all our hands.
 6. Unlike teachers who teach what they think students should know, librarians teach by learning what library users want to know, then teach them how to use the resources that will educate them. All the while, librarians organize these resources so they are accessible.
 7. In principle and practice, libraries are at the core of a democratic society, defending the freedom of all citizens to: Access information to make informed decisions; read material that interests them; use technology successfully, engage in learning throughout the life cycle.
 8. The population using our library is increasing.
 9. The people I serve or represent are requesting more services.
 10. Our library's physical facilities are adequate.
 11. Our library receives adequate funding.
 12. If people knew more about the service our library provides, funding would increase.
 13. We need to learn how to activate our client base to increase our support.
 14. We need elected officials who care more about libraries.
 15. Libraries need better public relations.
 16. Our library staff has adequate customer service skills.
 17. Libraries are struggling to keep up with rapidly changing technology.
 18. The technological infrastructure to manage library resources is adequate.
 19. Our library staff has adequate technological skills.
 20. Libraries are no longer needed because everything is available on the Internet.
 21. Paper books are no longer needed because everything is available electronically.
 22. At some point, we may no longer have access to paper books in libraries.
 23. Our library collection is excellent.
 24. Our library staff receive adequate training.
 25. Our library needs more staff.
 26. Our library needs more volunteers.
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27. Our library should be open more hours.
 28. We need to learn how to write grant proposals.
 29. The main purpose of multi-type library systems is to make all libraries stronger.
 30. There needs to be more cooperative collection development among libraries of all types.
 31. There needs to be more shared subscriptions among all types of libraries.
 32. There should be an annual best practice session among all types of libraries, related to common interests such as technology, remote access, and collection management.
 33. Northern Lights Library Network (NLLN) should support libraries to facilitate better communication and benefits of libraries to citizens of the region.
 34. NLLN should find ways to share costs among all types of libraries in the region in order to lower costs.
 35. There is a need in our region for all library types to advocate together, with one voice.
 36. Please rank in order the importance of services provided to libraries by multi-type library systems, with 1 as the most important and 15 as the least important.
 37. Please rank the mission of Northern Lights Library Network (NLLN), with 1 as the most relevant, and 15 as the least relevant.
 38. I would like to see Northern Lights Library Network (NLLN) do more of the following:
 39. I represent the following type of library:
-

Table III

Cronbach Results on Each Survey Question

Survey Questions									
35 Variables:	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	
	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	
	Q17	Q18	Q19	Q20flip	Q21flip	Q22flip	Q23	Q24	
	Q25	Q26	Q27	Q28	Q29	Q30	Q31	Q32	
	Q33	Q34	Q35						
Simple Statistics									
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum			
Q1	58	4.39655	0.77096	255.00000	1.00000	5.00000			
Q2	58	4.46552	0.68096	259.00000	1.00000	5.00000			
Q3	58	4.63793	0.74217	269.00000	1.00000	5.00000			
Q4	58	4.17241	0.92030	242.00000	1.00000	5.00000			
Q5	58	4.17241	0.84059	242.00000	2.00000	5.00000			
Q6	58	4.39655	0.64725	255.00000	3.00000	5.00000			
Q7	58	4.63793	0.51973	269.00000	3.00000	5.00000			
Q8	58	3.39655	1.00768	197.00000	1.00000	5.00000			
Q9	58	3.68966	0.94045	214.00000	1.00000	5.00000			
Q10	58	3.32759	1.08236	193.00000	1.00000	5.00000			
Q11	58	2.32759	1.06603	135.00000	1.00000	5.00000			
Q12	58	3.32759	0.82479	193.00000	2.00000	5.00000			
Q13	58	3.82759	0.65260	222.00000	2.00000	5.00000			
Q14	58	4.34483	0.66363	252.00000	3.00000	5.00000			
Q15	58	4.00000	0.77233	232.00000	2.00000	5.00000			
Q16	58	4.05172	0.68627	235.00000	2.00000	5.00000			
Q17	58	3.87931	0.99256	225.00000	1.00000	5.00000			
Q18	58	3.15517	0.89446	183.00000	1.00000	5.00000			
Q19	58	3.53448	0.84221	205.00000	2.00000	5.00000			
Q20flip	58	4.77586	0.46048	277.00000	3.00000	5.00000			
Q21flip	58	4.77586	0.46048	277.00000	3.00000	5.00000			
Q22flip	58	3.74138	1.11702	217.00000	1.00000	5.00000			
Q23	58	3.15517	0.89446	183.00000	1.00000	4.00000			
Q24	58	3.05172	0.92570	177.00000	1.00000	5.00000			
Q25	58	3.20690	1.07211	186.00000	1.00000	5.00000			
Q26	58	3.06897	1.05734	178.00000	1.00000	5.00000			
Q27	58	3.25862	1.06886	189.00000	2.00000	5.00000			
Q28	58	3.34483	0.86960	194.00000	2.00000	5.00000			
Q29	58	4.10345	0.61243	238.00000	3.00000	5.00000			
Q30	58	3.65517	0.84918	212.00000	2.00000	5.00000			
Q31	58	3.58621	0.79548	208.00000	2.00000	5.00000			
Q32	58	3.87931	0.72735	225.00000	2.00000	5.00000			
Q33	58	3.93103	0.64515	228.00000	2.00000	5.00000			
Q34	58	3.72414	0.83336	216.00000	2.00000	5.00000			
Q35	58	3.98276	0.76069	231.00000	2.00000	5.00000			
Deleted Variable	Correlation with Total	Alpha	Correlation with Total	Alpha					
Q1	0.435741	0.815505	0.429121	0.841061					
Q2	0.634116	0.810807	0.637858	0.835348					
Q3	0.458745	0.815018	0.454159	0.840384					
Q4	0.501558	0.812416	0.504867	0.839007					
Q5	0.528274	0.812083	0.526929	0.838405					
Q6	0.181906	0.822603	0.198692	0.847175					
Q7	0.445681	0.817246	0.469554	0.839967					

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Q8	0.357504	0.817586	0.357722	0.842976
Q9	0.552530	0.810395	0.557673	0.837562
Q10	0.074782	0.829154	0.073091	0.850425
Q11	- .017039	0.832495	- .027519	0.852987
Q12	0.308084	0.819264	0.298785	0.844543
Q13	0.452758	0.815877	0.451315	0.840461
Q14	0.573988	0.812647	0.590959	0.836646
Q15	0.383825	0.817048	0.406027	0.841682
Q16	0.344960	0.818455	0.355863	0.843026
Q17	0.122512	0.826371	0.136426	0.848793
Q18	0.140974	0.824921	0.140606	0.848685
Q19	0.170031	0.823655	0.176905	0.847743
Q20flip	0.294775	0.820503	0.306495	0.844339
Q21flip	0.330065	0.819887	0.335872	0.843559
Q22flip	0.182136	0.825177	0.186650	0.847489
Q23	0.175563	0.823768	0.159249	0.848202
Q24	0.109386	0.826234	0.106681	0.849562
Q25	0.142324	0.826371	0.153420	0.848353
Q26	0.289482	0.820396	0.285771	0.844888
Q27	0.308125	0.819686	0.337352	0.843519
Q28	0.238433	0.821572	0.227183	0.846430
Q29	0.482820	0.815509	0.479579	0.839695
Q30	0.453750	0.814493	0.456310	0.840326
Q31	0.336022	0.818424	0.341199	0.843417
Q32	0.532051	0.813045	0.544122	0.837934
Q33	0.503854	0.814660	0.519266	0.838614
Q34	0.356141	0.817730	0.370093	0.842646
Q35	0.385270	0.817051	0.407311	0.841648

The survey and results used to determine needs assessment, how stakeholders were consulted, and the environmental scan and SWOT analysis to create Northern Lights Library Network Strategic Plan is attached.

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