

Strategic Plan Work Plan

Northern Lights Library Network

Fiscal Year 2017

April 4, 2017

Northern Lights Library Network (NLLN) is a cooperative network of 280 library members in academic, public, school, and special libraries serving twenty-three counties in North-central, North-west, and West-central Minnesota. 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.

Northern Lights Library Network is funded by the Minnesota State Legislature through the Minnesota Department of Education

In compliance with Minnesota Rules Chapter 3530 and the Minnesota Department of Education (MDE) Multi-county Multi-type Library state aid requirements, an approved strategic plan with a narrative of the process used to create the plan must be submitted to the State of Minnesota MDE July 1, 2015, for Fiscal Year 2016 (FY16). The Report of Results must be submitted October 1, 2016. The strategic plan narrative must include the needs assessment process and how stakeholders were consulted. The Report of Results, based on the Strategic Plan for FY16, is below.

The strategic plan includes a vision statement, a mission statement, identification of core values, and goals and objectives. A basic logic model for the Report of Results is used, which is a picture of how each program works and the measures needed to ensure that they work, such as: Inputs and activities (state aid expenditures and objective narratives), outputs, and impact. The structure of the strategic plan, Report of Results, and program and service development falls within the parameters of Minnesota State Statute 134.351 requiring multi-type systems to: Goal I: Share resources among all participating libraries; Goal II: Provide long-range planning for cooperative programs; Goal III: Develop a delivery system for services and programs; Goal IV: Development of a bibliographic database; Goal V: Maintain a communications system among all cooperating libraries. State aid expenditures align with Northern Lights Library Network's FY16 budget.

NORTHERN LIGHTS LIBRARY NETWORK (NLLN)

1104 7TH AVE S BOX 136
MOORHEAD MN 56563-0001
218-477-2934

Northern Lights Library Network represents libraries and constituents in the following twenty-three Minnesota counties:

Becker, Beltrami, Cass, Clay, Clearwater, Crow Wing, Douglas, Grant, Hubbard, Kittson, Mahnomen, Marshall, Norman, Otter Tail, Pennington, Polk, Pope, Red Lake, Roseau, Stevens, Traverse, Wadena, and Wilkin

Northern Lights Library Network Strategic Plan Fiscal Year 2017

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 Minnesotans are enriched.

Mission Statement: Northern Lights Library Network (NLLN) is a cooperative network of 280 library members in academic, public, school, and special libraries in twenty-three counties of North-central, North-west and West-central Minnesota. 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 to 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 users' needs and interests and then teach them how to use resources that assist them in learning what they need to know.

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

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

We believe in the inherent value of books.

We advocate for on-going, 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.

**Northern Lights Library Network Strategic Plan
Fiscal Year 2017**

Goal I: Share Resources Among All Participating Libraries

Objective: Deliver library materials to patrons in a timely manner.

Interlibrary loan support for Viking Library System and bookmobile service to Campbell, Minnesota.

State Aid Expenditures: \$5,600.00 budgeted. \$5,600.00 expended.

System in-kind staff support: \$1000.00

Output: Interlibrary loan support for Viking Library System and bookmobile service from Viking Library System to Campbell, Minnesota. This first year of bookmobile service to Campbell-Tintah Schools resulted in 481 checkouts in 8.5 months. The total Traverse County circulation was 610, which means that Campbell-Tintah Schools almost doubled the circulation for the county. NLLN continues to support bookmobile service.

Impact: Timely access to library materials in the NLLN region results in improved literacy rates and better quality of life for citizens in the region.

State Aid Expenditures for Goal I: \$5,600.00 budgeted. \$5,600.00 expended

Goal II: Long-range Planning for Cooperative Programs

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

Travel to libraries throughout the NLLN region, to attend local, regional, and statewide meetings and conferences, serve on professional library committees, and attend MLA legislative initiatives. Serve on book award committees; attend quarterly meetings with multi-type, multi-county library directors; attend ITEM and MLA conferences; attend MLA Legislative Days and distribute information among constituents, librarians, and legislators; present at conferences; meet with librarians locally, statewide, nationally, and internationally.

State Aid Expenditures: \$6,500.00 budgeted. \$4,217.75 expended.

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

Output: Attendance at library meetings, events, and functions. Executive Director Kathy Enger has attended 45 meetings statewide so far this year and is serving on the Minnesota Digital Library (MDL) planning committee for the MDL summer conference.

Impact: Strong support of libraries throughout the State of Minnesota maintains and builds a strong library infrastructure in the state, communicates the purpose and benefits of libraries to citizens of the region, and results in continued funding.

Meetings Fiscal Year 2017. The following meetings Executive Director Kathy B. Enger held or attended throughout the state:

July 1: Fargo, River Cities Literary Arts Center board meeting.

July 12: St. Cloud, MLA ITEM Legislative Forum.
July 20, 21: Marshall, Multicounty, multi-type director's meeting.
August 2: Fargo, Zambroz poetry reading, sold Bennett broadside.
August 11: Moorhead, completed, *The skills media specialists impart to students* research article.
August 15: Moorhead, Audit fieldwork with Marc Collin, Carpenter, Evert, and Associates.
August 17: Moorhead, meeting with NLLN president, Wayne Ingersoll.
August 19: Moorhead, phone meeting with Factor-of-4.
August 20: Moorhead, NLLN Governing Board meeting.
August 24: Moorhead, meeting with Michele Reid to discuss consulting with NLLN and writing a grant for *Poets Across Minnesota*.
September 14: Moorhead, LAMA webinar; meeting with Manjusha professor at Minnesota State Community and Technical College to discuss developing online chemistry labs for children; interns over for supper.
September 15: Moorhead, meeting with Gina Drellack to discuss the online Destiny Training she created for Minnesota librarians.
September 16: Moorhead, online meeting with Factor-of-4.
September 21: Long Prairie, pick-up Bengtson donation of books for NLLN members.
September 27: Two Harbors, multitype director's meeting.
September 28: Two Harbors, multitype director's meeting.
September 28: Cloquet, tribal college library director's meeting.
September 29: Duluth, Minnesota Library Association annual meeting.
October 12: Moorhead, interns over for supper.
October 15: Moorhead, NLLN Governing Board meeting.
October 21: Moorhead, Factor-of-4 meeting.
October 24: Moorhead, *For Books Like Chocolate* Book Club meeting at NLLN office.
October 26: Moorhead, MSUM, guest speaker at 2 research methods classes.
October 27: Thief River Falls, delivered eBook Initiative check to LARL, lunch with Kristi Harms and Pauline Helgeland.
October 31: Moorhead, meeting with David Wahlberg to discuss public relations for NLLN.
November 1: Moorhead, meeting with Pam Were and Audra to discuss the organization of the Bridgford collection.
November 2: Moorhead, meeting with Dr. Manjusha to discuss online chemistry labs and classes for children through public libraries. Federal funding is available for this initiative.
November 10: White Earth, ECI meeting.
 St. Paul, Every Child Succeeds (ESSA) listening session on media specialists.
November 14: Edina, book reading of *The High Divide* by Lin Enger at Southdale Public Library.
November 17: Moorhead, *Absent Narratives* meeting.
November 18: Moorhead, phone conversation with Factor-of-4.
December 8: St. Louis Park, meeting with SeilerSchindel Law Firm to discuss the John Wallace Ingersoll Foundation Fund. No charge.

St. Paul, Science Museum of Minnesota, Annual Technology Solutions for Sustainable Buildings by the University of Minnesota.

December 10: Alexandria, meeting with Lynette Schwagerl from Campbell Schools and Glenn Heineck from Roseau Schools to plan the April 8, 2017, ITEM Regional Conference.

December 13: Moorhead, dinner with former interns at director's home (paid for by director, not NLLN).

December 15: Moorhead, webinar with MDE's state librarian to discuss state forms. Fargo, author reading at Zanzbroz.

December 16: Moorhead, phone meeting with Factor-of-4.

December 17: Moorhead, online NLLN Governing Board meeting.

December 29: Fergus Falls, Lakes Country Service Cooperative meeting with Glenn and Lynette to plan conference.

January 3, 2017: Moorhead, MSUM Planetarium with Sara to deliver Scholastic books.

January 5: Moorhead, conference call meeting MDL conference planning meeting.

January 13: Minneapolis, Convention Center, Minnesota School Board Association annual meeting presentation, "Supporting Student Success in an Electronic Era".

January 24: Cass Lake, Tribal College Library Directors meeting.

January 24 & 25: St. Paul, Multicounty, Multi-type Library Directors meeting.

February 2: Moorhead, meeting with board president; meeting with Denise Lajimoidiere for broadside signature.

February 18: Moorhead, NLLN Governing Board meeting and Library Luncheon with Legislators.

February 25: Brooklyn Center: ESSA, A Well Rounded Education meeting MDE at Brooklyn Center High School. Handed MN Education Commissioner Cassellius a three-page summary of the media specialist research.

March 14: Moorhead, Supper with former intern.

March 24: Alexandria, MDL conference planning meeting online.

Handed check to Joan Larson to cover the final expenses of Spotlight on Books to cover losses/expenses, due to low enrollment for two consecutive years.

March 30: Moorhead, lunch with Concordia Library Director.

Objective: Support library advocacy activities.

The following five 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. Libraries bring people together in a nonpartisan way and provide them with unbiased facts in an impartial environment. As publicly supported entities, libraries are uniquely positioned to address the information needs of the people they serve through the use of physical space, technology, books, and skilled staff. Develop talking points and library stories that can be shared among libraries.

State Aid Expenditures: \$0.00

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

Output: The following civic engagement activities:

Library Luncheon with Legislators

The Fourth Annual Library Luncheon with Legislators was February 18, 2017, at 11:30 a.m. in Room 205 of the Comstock Memorial Union on the campus of Minnesota State University Moorhead (MSUM).

Lunch service began at 11:30 a.m. MSUM President Ann Blackhurst and Northern Lights Library Network Board President, Wayne Ingersoll, welcomed us. Executive Director Kathy Enger followed with a few words, and then seven librarians and library representatives spoke: Hannah Bucklund, Director of the Leech Lake Tribal College Library; Barb Fabre, Director of the White Earth Early Childhood Program; Kristi Hanson, Director of the Northwest Regional Library System; Liz Lynch, Director of the Lake Agassiz Regional Library System; Laura Probst, Director of the Concordia College Library; Larry Schwartz, Academic Librarian at Minnesota State University Moorhead; and Peg Werner, Director of the Viking Library System.

After the librarians spoke, following legislators talked: Senator Kent Eken, Representative Debra Kiel, and Representative Ben Lien. We truly appreciate the opportunity to share our stories.

Conversations with legislators, such as NLLN's "Library Luncheon with Legislators", form positive relationships between legislators and librarians, ensuring ongoing library support for constituents in our region. Librarians in our region actively seek ongoing support for libraries in order to improve service delivery and continue to serve citizens in the State of Minnesota adequately.

Libraries are at the core of a democratic society, defending the freedom of all citizens to access information to make informed decisions, to read material that interests them, to use technology successfully, and to engage in learning throughout the life cycle.

As valued and trusted civic resources, libraries bring people together to access knowledge through the use of physical space, technology, and skilled staff. Minnesota citizens from all walks of life and representing every socioeconomic group come together. Libraries bring people together in a nonpartisan way, and provide them with unbiased facts in an impartial environment.

The Life Achievement Award from Northern Lights Library Network (NLLN) signifies a contribution to libraries in the NLLN region from a librarian or citizen who has given extraordinary service to libraries throughout a career. The award is given once a year upon the recommendation of the executive director or a governing board member. The Life Achievement Award for this fiscal year goes to Peg Werner, who is retiring from Viking Library System as director after nearly three decades of service to Minnesota Libraries.

Minnesota Loves Libraries Buttons

NLLN had 100 “Minnesota Loves Libraries” buttons made to distribute in the region and throughout the state.

See Appendix Library Advocacy

Impact: Healthy rural communities.

2. Develop activities that bring all libraries together.

State Aid Expenditures: \$0.00

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

Output:

Hope Lutheran Church, Walker, Minnesota

Executive Director Kathy Enger and NLLN Governing Board member and retired media specialist, Adell Bridgeford, wrote a grant to Thrivent for books for young adults and audio books for seniors for the Hope Lutheran Church library in Walker.

Bridgeford Donation

Retired media specialist and NLLN Governing Board member, Adell Bridgeford, donated 584 items for children and young adults to the MSUM Curriculum Library. In addition to books, the donation included stuffed animals and characters, puppet kits, big books, card games, tapes, and posters. All relate to characters from children’s literature. Items not integrated into the MSUM collection will be donated to libraries in the region. MSUM graduate student, Audra, is creating a list of the Bridgeford materials that will go out to NLLN member libraries, including pictures of the puppets, wall hangings, and storybook characters, so people can see what they look like. The materials that MSUM did not retain went to Moorhead Public Schools (non-fiction books and some storybook characters), White Earth’s Maamigin Achigaazo. The last of the storybook characters will be brought to the January tribal college community library meeting to possibly go to tribal college community libraries at Leech Lake and Red Lake.

Bengtson Book Donation

David and Marilyn Bengtson of Long Prairie, donated seven boxes of books for libraries in the NLLN region. See Appendix, **Bringing Libraries Together** for a list of the donated books. The books were donated to the Campbell School High School Library. Some poetry books and books on writing fiction and poetry were donated to the Weld Hall Library at Minnesota State University Moorhead.

John Wallace Ingersoll Memorial Fund

The John Wallace Ingersoll Memorial Fund was established December, 2016, in memory of NLLN President Wayne Ingersoll’s brother, John Wallace Ingersoll, in order to honor current and past NLLN Governing Board members and to honor current and past NLLN members. Funds will be used to support the programming of Northern Lights Library Network. Donations will recognize those honored with a memorial biography in a memorial directory and special recognition when the funds are dispersed in support of programming at Northern Lights Library Network.

John Wallace Ingersoll was born December 27, 1942 in Fargo ND to John and Ada (Holmes) Ingersoll. He grew up in Moorhead, MN with 2 younger brothers, Wayne (Moorhead, MN) and Bruce (deceased). He graduated from Moorhead HS in 1961 and to college at the Moorhead Teachers College and graduated in 1965. He went to college to study German and part of the study course was going to Germany to study. During one of his study trips to Germany he met his future wife, Gretel Kleiner. They met in a Youth Hostel in Munich in the early 60's and fell in love. He brought her back to Moorhead with him a few years later and they got married in 1966. They moved to the Grand Rapids area where he got a job teaching German at the Grand Rapids High School in 1966. There he established himself as a huge part of the community, always being active in after school activities from detention to volleyball announcer to ticket taker at hockey games. You would always find him actively involved with the school, students, and the community. Later in years he joined the Grand Rapids Police Reserve and worked with them as a volunteer for traffic and crowd control as well as going on police patrols. After he retired from teaching German in Grand Rapids he went to China and taught English there for 5 years. He thoroughly enjoyed meeting people and making friends for life there and made friends for life.

When he wasn't involved with these activities you would always find him reading a book. He read 2-4 books a week, sometimes more. His passion for reading led him to volunteer at his grand-daughters elementary school library assisting in putting books away and showing children the importance of reading. Even after his grand-daughter graduated from elementary school, he continued to volunteer at the library for many more years. Every week he would be at the city library returning and checking out books. Even on trips he would visit the libraries in those cities to see what they were like and purchase a book to read.

His thirst for knowledge was never quenched. During summer breaks he would either be taking a group of his students to Germany on a school to school student exchange program or he would be taking a summer course program to better educate himself. During his travels of education he went to Duke University, University of California, Davis and the University of Oregon to name a few. Every opportunity he had to learn something he would. He would plan trips and see as many historical sites and museums that he could squeeze in before getting to his destination. Everywhere he went he spoke with people, asked questions, made jokes and always left more knowledgeable than when he arrived.

His legacy continues within his 4 sons: John Waldemar Ingersoll (49) and 3 grandchildren and 1 great grandchild in Saint Roberts, MO. Mark Thomas Ingersoll (48) and 3 grandchildren in Phoenix, AZ. Michael Frank Ingersoll (45) and 1 grandchild in Richmond, TX. Timothy David Ingersoll (43) and 2 grandchildren in Luxembourg.

\$490.03 is in the fund as of April 4, 2017. The John Wallace Ingersoll Foundation Fund will be used to support the "Better Together" area workshop at Lakes Country Service Cooperative on June 12, 2017. Donors will be contacted and told that their donation supported this workshop.

Tribal College Library Directors

The tribal college library directors met before the MLA Fall Conference in Duluth at the Fond Du Lac Tribal Community College in Cloquet on September 28th. The tribal college library

directors met Tuesday, January 24, from 10:30 a.m. – 12 noon at the Leech Lake Tribal College Library in Cass Lake. The next Tribal College Director’s meeting is April 27 at 11:30 a.m. at White Earth Tribal College.

Bemidji Middle School Library

The Bemidji Middle School Library has a new circulation desk, new carpeting, and has been rearranged. NDSU Architect, David Crutchfield, visited the library and suggested arrangements. A picture and email from Bemidji Middle School Library Media Specialist, Stephen Pflieger, are in the appendix.

Greenbush Public Library

Architect David Crutchfield (NDSU) visited the Greenbush Public Library on November 11 to consult on cracked concrete in the floor of the library and cracked beams in the ceiling. Exterior rainwater surface and site-drainage appeared to be creating the problem. David is the principle architect with BIOME Architecture, PLLC, AND volunteers his time to libraries in the NLLN region.

Battle Lake Public School Library

Executive Director Kathy Enger will spend several hours in the Battle Lake School Library on April 6, assessing needs and services and making recommendations.

NLLN Book Exchange

Draft

Book Exchange Northern Lights Library Network Policy and Procedures

Libraries in the Northern Lights Library Network (NLLN) region undergo ongoing collection management procedures that result in the deselection of books and other library resources. There are also many fine private collections in the region in need of a library home. While some collections in Northern Lights Library Network region may no longer be useful to those using them, other libraries in the region may need the materials no longer used by others. Northern Lights Library Network facilitates the exchange of materials among libraries or collections no longer needed with those collections needing them by listing the items on NLLN’s listserv and facilitating the exchange through the Minitex Delivery System.

Exchanging Titles

1. Create a spreadsheet or bibliography of the items available, including the author (last name, first name), title, publisher, year, and ISBN number.
2. Attach the list to NLLN’s listserv, nllnlist@listbox.com.
3. Title the email: NLLN Book Exchange from Name of Donor. For instance, a donation from Minnesota State University Moorhead would state, “NLLN Book Exchange from MSUM”.
4. From that point on, the exchanging libraries communicate regarding what titles are to be exchanged. If not exchanged via own means, the Minitex Delivery System will move the titles, using the following procedures.

Using Minitex Delivery to Exchange Titles

1. Contact the nearest Minitex delivery library located closest to the library with the collection that will be given and notify them that the titles will be exchanged.
2. Contact the nearest Minitex delivery library located closest to the library that will receive the collection and notify them that the titles will be sent.
3. Print the Minitex COURTESY RETURN ROUTING FORMS on orange paper and attach it to the box(es) with the books exchanged, attached.
4. To exchange items, contact the following libraries and deliver or pick up items at these locations.:

Libraries with Minitex Courier Service in the NLLN Region

- Alexandria Technical College
- Bemidji State University
- Central Lakes College
- Concordia College
- Kitchigami Regional Library
- Lake Agassiz Regional Library
- Minnesota State Community and Technical College—Fergus Falls
- Minnesota State University, Moorhead
- Northwest Regional Library
- University of Minnesota, Crookston
- University of Minnesota, Morris
- Viking Library System

The Library of the Future

A qualitative survey is underway to find out from people everywhere what will be needed in the *Library of the Future*. NLLN is undertaking this research in order to design a website that reflects the *Library of the Future*. Funding will be sought for this initiative and NLLN is working with Factor-of-4 to create a website. Access to the qualitative survey is on NLLN's website at nlln.org and at this link:

https://ndstate.co1.qualtrics.com/jfe/form/SV_3wLyQQ8538x3owt

The survey asks, “Why do people need libraries? Write as much as you like.”

See Appendix **Bringing Libraries Together**

Impact: The ability of libraries of all types in the region to communicate freely with each other, to collaborate on projects that enhance the services of libraries in the region, and strengthen rural libraries and communities as a result.

3. **Join together Historical and Cultural Organizations and Museums and approach the organizations to become NLLN members** in order to strengthen and preserve 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 to consistently disseminate information throughout the region.

State Aid Expenditures: \$0.00

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

Output: Historical and Cultural Organizations and Museums in the region become members of NLLN and receive the benefits of membership. Continue to meet with Lina Belar to keep the dream alive of having a regional system for historical and cultural organizations and museums in Minnesota like the regional public library systems. Lina signed her broadsides and plans to write a grant to bring the broadsides and poets to locations in the region.

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 research of the skills media specialists impart to students through a comprehensive review and analysis of the literature and 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

Output:

The Skills Media Specialists Impart to Students

Using qualitative grounded theory analysis, Executive Director Kathy Enger and Media Specialist, Glenn Heinecke, analyzed 2,240 pages of documents on media specialists in the library and information science literature to determine the skills media specialists impart to students. As media specialists in public schools have lost their positions, these skills, which focus on using information effectively, include information literacy, digital literacy, and library and information science, skills that are necessary for student success in the electronic era. In the process of learning how to access information and use knowledge effectively, students read, write, analyze, synthesize, and evaluate information in the online environment. Students without access to information are at a disadvantage, creating a social and digital divide that schools can mitigate by employing media specialists. The model is grounded in Bronfenbrenner's Ecological Systems Theory.

Executive Director Kathy Enger presented the research at the 96th Minnesota School Boards Association Annual Leadership Conference at the Minneapolis Convention Center on January 13 with a session entitled, "Supporting Student Success in an Electronic Era". Here is the blurb from the program: "For years, schools have lost qualified media specialists or teacher librarians due to attrition from retirement, reassignment back to the classroom or lay-offs altogether. At the same time, it has been shown that students in schools with full-time certified media specialists do significantly better on standardized tests than students without certified media specialists or school librarians. This workshop will present research that shows the skills media

specialists impart to students and why those skills are beneficial to the full learning experience for students.”

A three-page summary of the research was handed to Minnesota Education Commissioner, Cassellius at Brooklyn Center High School on Saturday, February 25, at the ESSA listening session there. The three page summary is also on NLLN’s website at: nlln.org

The article, *The Skills and Knowledge Students Acquire from Media Specialists: Emerging Theory to Support Student Success* to the *American Educational Research Journal (AERJ)* on August 26th and was rejected on September 30th. The editors felt the topic is valuable, but that the research is at an early stage and would be of most interest to a specialist audience. *AERJ* receives over 800 manuscripts each year, and can only publish about 7%. The article was then submitted to the journal, *Learning and Instruction* and was rejected. It will now be submitted to *Library and Information Science Research* and *School Library Journal*.

See Appendix: **Media Specialist Research**

Impact: Leaders in schools who understand the skills media specialists impart to students will make an effort to keep media specialists employed in schools.

5. Participate in the library advocacy activities.

State Aid Expenditures: \$800.00 Budgeted. \$800.00 expended.

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

Output: On-going, sustainable, and continuous library funding at the local, state, and national level. Continued public information and support for libraries through social media on NLLN’s Facebook page and through Twitter.

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

Objective: Stay current on library developments.

Maintain memberships in library organizations, subscribe to library publications.

State Aid Expenditures: \$1,475.00 budgeted. \$608.70 expended.

Output: 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: \$0 budgeted

Output:

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

State Aid Expenditures for Goal II: \$7,300.00 budgeted. \$5,626.45 expended.

Goal III: Development of a Delivery System for Services and Programs

Objective: Support literacy initiatives among all types of libraries in the Northern Lights Library Network (NLLN) region in North-central, North-west, and West-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, ensures equality, dignifies, and creates prosperity.

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

- 1. Career development, professional engagement, scholarships, and library service funding** for staff and library board member participation in continuing education programs, events, and participation at national and international conferences for library professionals in the region who may not be able to attend without the support of Northern Lights Library Network (NLLN). 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.

State Aid Expenditures: \$15,000.00 budgeted. \$7,522.16 expended.

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

Output:

Impact: Library staff attendance at local, regional, national, and international conferences generates new ideas and best library practices among colleagues and library constituents.

- 2. Ongoing library administrative and technical support for the White Earth Child Care/Early Childhood Program (WECC/ECP) and support of the Tribal College Libraries.**

State Aid Expenditures: \$250.00 budgeted. \$475.00 expended.

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

Output: Kari Anderson of Alexandria made a quilt and donated it to the White Earth 16th Annual Communities Collaborative Brain Development Conference for the Autism Foundation Silent Auction. NLLN donated an iPad Air 2 for the Annual Christmas Drive at White Earth, serving twenty-seven families and within those families provided 80 children with Christmas Gifts. Lake Agassiz Regional Library (LARL) will support the *Festival of Fathers* on March 11th at the Event Center at Shooting Star Casino in Mahanomen by sending the LARL mascot and one additional employee to the event, encourage individuals to sign-up for library cards and the 1,000 Books before Kindergarten program, which is geared toward youth ages 0-3. There will also be books

to read aloud and Booker activity pages. The Maamigin Achigaaazo would like to offer opportunities like this, as well, and need an updated computer and scanner to do so.

Impact: A new community library at White Earth, access to literacy-rich materials for people in the region, including books and access to electronic resources, along with increased use of information sources throughout White Earth, prepares children to begin school and people of all ages will have access to reading material. As a result, literacy rates will 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: \$0.00

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

Output: Collaborative poetry readings and workshops. A Bennett broadside was sold at Zambroz Variety Store in Fargo at Ken Bennett’s poetry reading on August 2nd. NLLN printed posters that were distributed for the event. The broadsides continue to be sold at \$25/each.

Thirty-five broadsides each of poets in the NLLN region, Belar, Bennett, Dolence, Lajimodiere, Vinz, and Zepper have been created by Patrick Vincent, former professor of visual arts at MSUM and are for sale at \$25/each to raise funds for NLLN’s scholarship fund. Poets will read their poetry at library and community locations throughout the region. A Bennett broadside was sold at Zambroz Variety Store in Fargo at Ken Bennett’s poetry reading on August 2nd. Patrick Vincent has since moved to Tennessee and will be printing the last two broadsides from there. The Lajimodiere broadside is nearly completed.

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 they write. 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 of exciting students and others about the richness of language. Improved reading scores on standardized test in the region could 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. Literacy promotes democracy and dignifies, and libraries are at the core of all that.

See Appendix: **Minnesota Literacy Initiative: Poets Across Minnesota**

4. **Training** and onsite assistance for librarians in the region assists them in keeping up with the rapidly changing library environment. It has been determined that five areas of training needed to be continually addressed. Trainers individually guide each librarian/paraprofessional in the areas of: 1. The Electronic library of Minnesota (ELM). 2. Electronic devices. 3. Apps. for libraries and schools. 4. The library catalog. 5. Access to public library cards for students. In addition, assistance and consultation with librarians will also include collection development and collection maintenance.

Northern Lights Library Network Train-the-Trainers model is based on practical adult learning principles linked to skill building, whereby:

- Learning is self-directed.
- Learning fills an immediate need and is highly participatory.
- Learning will be helpful and applicable in the work setting.
- Learning is experiential whereby participants and trainers learn from one another.
- Training encompasses time for reflection and feedback.
- A mutually respectful environment is created between trainers and trainers-in-training.
- A summary of the learning that takes place will be completed at the end of the training.

State Aid Expenditures: \$0 budgeted.

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

Other in-kind support: \$5,000.00 grants

Output: Eighty professionals have participated in the Online Destiny Training as of December 30, 2016.

Online Destiny Training

Gina Drellack, Media Specialist and Education Services Coordinator with Northwest Service Cooperative in Thief River Falls developed an online Destiny Training program that library staff in the region can take online for continuing education credits through Schoology. So far, eighty people have participated in the Online Destiny Training.

SOLO Librarian Resources for academic, public, school, and special libraries from your Minnesota multitype systems: <http://mnmultitypes.wixsite.com/mysite>

“Better Together”

Area Workshop for Educators, Media Specialists, and Librarians

Monday, June 12, 2017

8:30 a.m. – 2:30 p.m.

Lakes Country Service Cooperative

1001 East Mount Faith

Fergus Falls, Minnesota

There is no charge for this workshop

Bring boxes or bags for the IBBY book give-away

8:30 - 9 a.m. Registration

Coffee, tea, and rolls

9:05 – 9:45 a.m. Opening Comments

Introductions and conversation, Lynette Schwagerl, Campbell-Tintah Schools

9:45 – 10:15 a.m. Ottertail County Historical Society

Library Resources and Outreach Programs

Kathy Evavold and Missy Hermes

10:15 – 11:45 IBBY Seminar

Carol Sibley, Professor Emerita, MSUM Curriculum Center

Professor Sibley will discuss and present the 41 books from all genres, from toddler board books through the 12th grade, that won the International Books for Young People list that honors writers, illustrators, and translators for their literary and artistic value along with their unique cultural perspectives. The books are set in countries such as Brazil, Netherlands, India, Norway, Australia, and Canada. The theme this year was “Life’s Journey” and represented in one of the titles that won, *A Family is a Family is a Family*. Books are mirrors, windows, and sliding glass doors: mirrors reflecting ourselves, windows to be opened, and sliding glass doors waiting to be walked through. USBBY is a nonprofit agency whose goal is to build bridges of international understanding through children’s and young adult books. Eleven of the winning books will be given away. Altogether, 282 books from IBBY will be given away to workshop participants, including picture books, novels for grades 2 – 12, nonfiction books, and graphic books. The most books are picture books for toddlers and intermediate ages. The books will be divided among workshop participants.

11:45 – 12 p.m. Break

12 – 1 p.m. Guest author Brent Olson

Super Taco Bar Lunch. \$5 suggested donation.

Brent Olson is an agriculturalist living in Big Stone County. While he has contributed much to his community (Board of Directors, Northern Growers, LLC; Board of Directors, Big Stone County Pork Producers; Chair of the Pioneerland Library Board), Brent Olson is also an author of the books: *Letters from a Peasant*, *The Lay of the Land*, *Still Whistling*, *Papa*, and *The Inadvertent Café*. Was a Bush Fellow in 2012 and has won various awards for his work.

1 – 1:45 p.m. Technology in the Classroom

Laurie Conzemius

Laurie Conzemius is a long-term board member of ISTE, the International Society for Technology in Education and media specialist in schools in Minnesota. Laurie is a technology expert and can show you electronic tools you never knew existed.

1:45 – 2:30 p.m. “Why Schools need Media Specialists”

Kathy Enger and Glenn Heinecke, Northern Lights Library Network and Roseau School

Using qualitative grounded theory analysis, Enger and Heinecke analyzed 2,240 pages of documents in the library and information science literature to determine the skills media specialists impart to students. As media specialists in public schools have lost their positions, these skills, which focus on using information effectively, include information literacy, digital literacy, and library and information science, skills that are necessary for student success in the electronic era. In the process of learning how to access information and use knowledge effectively, students read, write, analyze, synthesize, and evaluate information in the online environment. Students without access to information are at a disadvantage, creating a social and digital divide that schools can mitigate by employing media specialists.

2:20 p.m. Door Prizes

Workshop participants will receive:

- Altogether 282 International Children’s books, including picture books, novels for grades 2 – 12, nonfiction, and graphic books. The greatest number of books are picture books for toddlers to intermediate age. The books will be divided among workshop participants.
- Regional Directory of Cultural and Historical Organizations and Museums
- A list of media specialists in the region
- Resource handouts
- Door prizes
- Five hours of continuing education credits

To register, send an email to: Kathy.Enger@nlln.org
Questions? Call or text Kathy Enger at: 701-429-1857

The first “Better Together” Area Workshop is sponsored by Campbell-Tintah Public Schools, The John Wallace Ingersoll Foundation Fund, Lakes Country Service Cooperative, Laurie Conzemius LLC, Minnesota State University Moorhead, Northern Lights Library Network, Ottertail County Historical Society, and Roseau Public Schools

Spotlight on Books

Spotlight on Books was closed, due to nearly a \$10,000 cost overrun from the 2015 and 2016 conferences. Joan Larson, former executive director of Northern Lights Library Network, managed the conference for nearly thirty years and absorbed the cost overruns through her own personal credit card account. After a board decision at the June 2016 and upon the consultation of NLLN’s auditor August 2016, Spotlight on books was closed. The amount of overrun was reimbursed to Joan Larson from the Spotlight fund and from NLLN’s General Fund.

NLLN support to Northwest Service Cooperative for June 14 and 15 Workshop at MSUM (\$100), **“Integrate, Innovate, Motivate, 2017: Creative Tech. for Teaching”**.

Impact: People in the NLLN region will know how to access the information they need to improve their lives.

See Appendix **Train-the-Trainers**

5. eBook access for middle and high school students throughout the NLLN region.

Many students living within the counties served by Lake Agassiz Regional Library (LARL) and Northwest Regional Library (NWRL) have been issued iPads or tablets by their schools. LARL and NWRL have seen a steady increase in the use of eBook and eAudiobook collections. Teachers and media specialists from across the region have contacted LARL and NWRL, asking how their students can obtain access to eBooks and eAudiobooks. LARL and NWRL are encouraging schools, teachers, and students to register for LARL and NWRL library cards to access the eBook services provided to them through their public library. The Tumblebook Library is provided for the Northwest Regional Library System.

State Aid Expenditures: \$13,350.00 budgeted. \$13,350.00 expended.

System in-kind staff support: \$0.00

Output:

Impact: eBook and eAudiobook access for students enhance efforts schools make to provide content rich materials to students.

6. MSUM Planetarium and Scholastic Family & Community Engagement Resources (FACE) Building Home Libraries

Access to books in the home is a key factor in determining a child's future success. Children raised in homes with lots of books are nearly 20% more likely to finish college. Through Scholastic's Family and Community Engagement Resources Building Home Libraries, NLLN was able to purchase books at a discount and will send one home each to:

Detroit Lakes 3rd graders on January 20th, *Journey through our Solar System* by Dr. Mae Jemison and Dana Meachen Rau will be distributed.

Annual Stars of PBS event on February 4th, NLLN donated books as door prizes.

One World One Sky with Moorhead Kindergarten in the spring. Both events will distribute, *My Very First Space Book* by Emily Bone, illustrated by Lee Cosgrove.

Objective: Meet local library needs collaboratively, as resources and needs arise. Funding in this category covers areas mentioned in this document.

Support special programming as needs and resources arise.

State Aid Expenditures: \$2,297.00 budgeted. \$2,521.05 expended.

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

Output:

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

Objective: Explore ways rural libraries can be served and enhanced in the North-central, North-west, and West-central 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. Met with other rural multitype directors at ITEM and MLA fall conferences to discuss ways to best serve our rural populations.

State Aid Expenditures: \$0.00

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

Output: Direct resources to meet 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 III: \$30,897.55 budgeted. \$23,968.21 expended.

Goal IV: Development of a Bibliographic Database

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

State Aid Expenditures: \$0.00 budgeted.

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

Output:

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

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

Support cataloging fees for membership to the OCLC CatExpress group subscription for Northwest Regional Library, Lincoln High School Thief River Falls, Kittson School Media Center, Warren/Alvarado/Oslo High School, Breckenridge High School District, Clearbrook Gonvick High School, ADA-Borup Public School, Independent School District 435, Audubon High School Media Center, Perham/Dent Public School, Holy Rosary School, BUG-O-NA-GE Shig School, Grygla School Media Center, Bemidji Public School, Park Rapids High School, Northland Community Schools ISD #118, Circle of Life School, St. Joseph's School, Lancaster public School, Tri-County School, Mahnommen Public School, Frazee-Vergas School, Pine River Backus Public School, Badger School, Blackduck Public School, White Earth Tribal & Community College Library.

State Aid Expenditures: \$600.00 budgeted. \$942.34 expended.

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

Output: Cataloging of 1,600 records

Impact: Patron access to online catalog materials

Objective: Support existing catalogs throughout the region.

State Aid Expenditures: \$0.00

Other in-kind support:

Output: Impact: Patron access to online catalog materials.

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

Through on-going interaction with members, determine technology resources available in the region and link those resources with libraries that need them on an on-going basis throughout Fiscal Year 2016 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

Output: Up-to-date technology in area libraries.

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

State Aid Expenditures for Goal IV: \$600.00 budgeted. \$942.34 expended

Goal V: Communications System among all Cooperating Libraries

Objective: Facilitate 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, including Internet, phone and printing for members.

State Aid Expenditures: \$2,827.44 budgeted. \$2,405.76 expended.

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

Output: Ongoing **Facebook and Twitter** activities about libraries developed by Consultant, Katelyn Ostby.

Impact:

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

Send ongoing emails and Constant Contact and Listbox messages to members; maintain and update webpage; maintain Facebook page and Twitter account; update Flickr; manage and introduce emerging communication technologies. Continued brochure development and distribution, annual report development and distribution, various mailings.

State Aid Expenditures: \$3,650.00 budgeted. \$3,662.31 expended.

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

Output: Communication between NLLN members.

State Aid Expenditures for Goal V: \$6,477.44 budgeted. \$6,068.07 expended.

Total State Aid Expenditures for Goals I-V: \$48,047.55 budgeted. \$42,205.07 expended.

Appendices

Library Advocacy



Bringing Libraries Together

Bridgeford Donation

Retired media specialist and NLLN Governing Board member, Adell Bridgeford, donated 584 items for children and young adults to the MSUM Curriculum Library. In addition to books, the donation included

Hope Lutheran Church, Walker, Minnesota

Executive Director Kathy Enger and Retired media specialist and NLLN Governing Board member, Adell Bridgeford, wrote a grant to Thrivent for books in the Hope Lutheran Church for young adults and Audio CDs for seniors.

Narrative

Hope Lutheran Church in Walker, Minnesota, would like to develop the church library collection to serve young adults and seniors in the congregation better. The library has served the congregation well over the last several decades, but the collection is stressed to serve young adults and seniors, due to lack of materials for both populations.

As young adults mature and approach adulthood, they come to church to find the values they need to establish a secure foundation for their life ahead. Good books with a solid theology can provide this foundation. On the other end of the spectrum, seniors nearing end-of-life choices require strength and endurance, values that can be supported through good literature, particularly through materials they can listen to such as CD Audio books, as reading may become more difficult.

Churches provide literature people may not find through their public library. In a recent publication entitled *Spirituality in Young Adult Literature: The Last Taboo* by Campbell and Crowe (2015), it was noted that writers should address discussion about God with teenagers. Byle (*Publishers Weekly*, August 27, 2012) says that the Christian story and faith helps young adults understand some of the issues they face on a daily basis. Religious literacy has a place for young people, particularly through church libraries.

This request includes written Christian literature for young adults, including fiction and nonfiction, and fiction and nonfiction for a senior audience in CD Audio form, along with a few published titles. It is hoped as this literature is added to the Hope Lutheran Church Library, the congregation will be enriched by the resources they find there.

Book Request for Young Adults, Hope Lutheran

Title	Author
NONFICTION	
Uninvited: Living Loved when you feel less than 978-1-5318-3153-0	Terkeurst, Lysa
Killing Christians 978-0-7180-3068-1	Doyle, Tom
College Bound 978-0-570-05313-2	Winkler, Kathleen
College 101: A Christian Survival Guide 978-0-7586-5035-1	Concordia Publishing
Stuff You Gotta Know: Straight Talk on Real Life 978-0-7586-0876-5	Doud, Guy Rice
Human Sexuality: A Christian Perspective 978-0-570-03568-8	Sonnenberg, Roger
Keeping the Faith: God's Truth for Inquiring YA 978-0-570-01548-2	Dittmer

Lutheran Spirituality: Life as God's Child 978-0-7586-2734-6	Baker, Robert C.
Not a Tame God: Christ in the Writings of C.S. Lewis 978-0-570-05296-8	Mueller, Steven P.
Church History Basics 978-0-7586-5271-3	Engelbrecht, Edward, et
5 Things you can do to Understand the Bible Better 978-0-7586-4185-4	McIntoch, Zach
How to Read the Bible with Understanding 978-0-7586-4698-9	Burgland, Lane A.

FICTION

When Mockingbirds Sing 978-1-4016-8821-9	Coffey, Billy
Storm Siren 978-1-4016-9035-9	Weber, Mary
Siren's Song 978-1-4016-9040-3	Weber, Mary
Siren's Fury 978-1-4016-9038-0	Weber, Mary
When Crickets Cry 978-1-59554-054-6	Martin, Charles
Dear Mr. Knightley 978-1-4016-8968-1	Reay, Katherine
The Dead Don't Dance 978-0-7852-6181-0	Martin, Charles
High Calling: The Courageous Life and Faith of 978-0-7852-6068-4	Husband, Evelyn

Bonhoeffer: Pastor, Martyr, Prophet, Spy 978-1-59555-246-4	Keller, Timothy
Grace at Low Tide 978-1-59554-026-3	Hart, Beth Webb
Mermaid Moon 978-1-4016-9028-1	Coble, Colleen
The Inn at Ocean's Edge 978-0-7180-3122-9	Coble, Colleen
Fire Dancer 978-1-59551-139-0	Coble, Colleen
Seagrass Pier 978-1-59554-784-2	Coble, Colleen
Rosemary Cottage 978-1-59554-782-8	Coble, Colleen
Tidewater Inn 978-1-59554-781-1	Coble, Colleen
Soul's Gate 978-1-4016-8605-5	Rubart, James L.
Spirit Bridge 978-1-4016-8609-3	Rubart, James L.
Memory's Door 978-1-4016-8607-9	Rubart, James L.
The Silver Hand 978-1-59554-891-7	Lawhead, Stephen, et al.
The Paradise War 978-1-59554-890-0	LawHead, Stephen R.
Sinner 978-1-59554-578-7	Dekker, Ted

Saint 978-1-59554-614-2	Dekker, Ted
Showdown 978-1-59554-613-5	Dekker, Ted
The Martyr's Song 978-1-59554-294-6	Dekker, Ted
Butterfly Palace 978-1-59554-783-5	Coble, Colleen
The Bones Will Speak 978-1-4016-9045-8	Parks, Carrie Stuart
When Death Draws Near 978-1-4016-9047-2	Parks, Carrie Stuart
A Cry from the Dust 978-1-4016-9043-4	Parks, Carrie Stuart
Blue Like Jazz: Nonreligious Thoughts on Christ 978-1-4002-0458-8	Miller, Donald
Stones for Bread 978-1-4016-8901-8	Parrish, Christa
Only the River Runs Free 978-0-7852-6925-0	Thoene, Bodie, et al.
Of Men and of Angels 978-0-7852-6929-8	Thoene, Bodie, et al.
The Clouds Roll Away 978-1-59554-534-3	Giorello, Sibella
The Rivers Run Dry 978-1-59554-533-6	Giorello, Sibella
The Stars Shine Bright 978-1-59554-536-7	Giorello, Sibella

The Mountains Bow Down 978-1-59554-535-0	Giorello, Sibella
Shadow Chaser 978-1-4003-2199-5	Law, Jerel
Fire Prophet 978-1-4003-1845-2	Law, Jerel
Truth Runner 978-1-4003-2287-9	Law, Jerel
Spirit Fighter 978-1-4003-1843-8	Law, Jerel
Comes a Horseman 978-1-58554-179-6	Liparulo, Robert
Deadfall 978-1-59554-481-0	Liparulo, Robert
Germ 978-1-59554-170-3	Liparulo, Robert
Solitary 978-1-4347-6421-8	Thrasher, Travis
Gravestone 978-1-4347-6419-5	Thrasher, Travis
Hurt 978-1-4347-0551-8	Thrasher, Travis
Temptation 978-1-4347-6417-1	Thrasher, Travis
A Sweetness to the Soul 978-1-59052-950-8	Kirkpatrick, Jane
A Gathering of Finches 978-1-60142-247-7	Kirkpatrick, Jane

TOTAL

Book and CD Audio Requests for Seniors, Hope Lutheran

Title	Author	Publisher
Holy Bible Giant Print		Thomas Nelson
Uninvited: Living loved when you feel less 978-1-5318-3153-0 CD-Audio	TerKeurst, Lysa	Brilliance Pub.
Blessings and Prayers for Those with Cancer 978-0-7586-2672-1	Dellinger, Annetta	Concordia
Dying to Live: The Power of Forgiveness 978-0-570-04644-8	Senkbeil, Harold L.	Concordia
The Land of Milk and Honey: Intro. To Israel 978-0-7586-0056-1	Beck, John A.	Concordia
How to Minister Among Older Adults 978-0-570-053065-7	Knippel, Charles	Concordia
Grace: More than we deserve, Greater than 978-1-4692-2561-6 CD-Audio	Lucado, Max	Brilliance
Healing Waters 978-1-59859-606-9 CD-Audio	Rue, Nancy	Oasis Audio
Healing Stones 978-1-608179544-7 CD-Audio	Rue, Nancy	Oasis Audio
Healing Sands 978-1-59859-642-7 CD-Audio	Rue, Nancy	Oasis Audio
Bonhoeffer 978-1-4417-6605-2 CD-Audio	Metaxas, Eric	Blackstone Audio
The Centurion's Wife 978-1-59859-471-3 CD Audio	Bunn, Davis	Oasis Audio
The Hidden Flame 978-1-59859-641-0 CD Audio	Oke, Janette	Oasis Audio

Through the Eyes of a Lion 978-1-5113-2317-8 CD Audio	Lusko, Levi	Brilliance
Seeking Allah, Finding Jesus: A Devout Muslim Encount 978-1-5012-6294-4 CD Audio	Qureshi, Nabeel	Brilliance
C.S. Lewis: A Life 978-1-60981-726-8 CD Audio	McGrath, Alister	Oasis Audio
Iscariot: A Novel of Judas 978-1-4423-6051-8	Lee, Tosca	Simon & Shuster
God's Double Agent 978-1-4805-3258-8 CD Audio	Fu, Bob	Brilliance
Glorious Ruin: How Suffering Sets You Free 978-1-60981-512-7 CD Audio	Tchividjian, Tullian	Oasis Audio
Miracle on Voodoo Mountain: A Young Woman's 978-1-4915-4704-5 CD Audio	Boudreaux, Megan	Brilliance
Sanctuary of the Soul: Journey into Meditative Prayer 978-1-61045-219-9 CD Audio	Foster, Richard J.	christianaudio
The Word of Promise New Testament 978-0-7180-2424-6 CD Audio	Thomas Nelson staf	Thomas Nelson
Great Hymns Treasury 978-1-56630-022-3 CD Audio	Brentwood Music	Brentwood Music
A Hearth in Candlewood 978-1-4281-2917-7 CD Audio	Parr, Delia	Recorded Books
Refining Emma 978-1-4281-6048-4 CD Audio	Parr, Emma	Recorded Books
Where Love Dwells 978-1-4361-5269-3 CD Audio	Parr, Emma	Recorded Books

Not a Sparrow Falls 978-0-7861-8345-6 CD Audio	Nichols, Linda	Blackstone Audio
The Abolition of Man and the Great Divorce 978-0-7861-9819-1 CD Audio	Lewis, C.S	Blackstone Audio

TOTAL

**Big Books Donated by Adell Bridgeford to the Curriculum Materials Center
Minnesota State University Moorhead, Moorhead, MN
September 2016**

Author	Title	Publisher	Year
Berg, Ron	<i>Eugene Field's Wynken, Blynken and Nod</i>	Scholastic	1985
Borden, Louise	<i>Caps, Hats, Socks, and Mittens</i>	Scholastic	1989
Brown, Marc	<i>Arthur's Teacher Trouble</i>	Trumpet Club	1986
Cameron, Polly	<i>"I Can't" said the Ant</i>	Scholastic	1989
Freeman, Don	<i>Corduroy</i>	Scholastic	1968
Freeman, Don	<i>A Pocket for Corduroy</i>	Scholastic	1978
Gilman, Phoebe	<i>Jillian Jiggs</i>	Scholastic	1985
Hall, Donald	<i>Ox-Cart Man</i>	Scholastic	1979
Heller, Ruth	<i>The Reason for a Flower</i>	Scholastic	1983
Heller, Ruth	<i>Many Luscious Lollipops</i>	Scholastic	1989
Numeroff, Laura Joffe	<i>If You Give a Mouse a Cookie</i>	Scholastic	1985
Rowe, Erna	<i>Giant Dinosaurs</i>	Scholastic	1973
Slobodkina, Esphyr	<i>Caps for Sale</i>	Scholastic	1989

**Curriculum Bulletins Donated by Adell Bridgeford to the Curriculum Materials Center
Minnesota State University Moorhead, Moorhead, MN
September 2016**

Author	Title	Publisher	Year
	<i>Winter Holidays Learning Through Literature Gr 2-3</i>	Education Center	1993
	<i>Winter Holidays Learning Through Literature Gr. K-1</i>	Education Center	1993
	<i>Spring Holidays Learning Through Literature Gr. 2-3</i>	Education Center	1992
	<i>Spring Holidays Learning Through Literature Gr. K-1</i>	Education Center	
	<i>Learning Through Literature Teaching Units for Favorite Children's Books Gr. 2-3 2nd</i>	Education Center	1991

	<i>Series</i>		
	<i>Learning Through Literature Teaching Units for Favorite Children's Books Gr. 2-3 1st Series</i>	Education Center	1990
	<i>Learning Through Literature Teaching Units for Favorite Children's Books Gr. K-1 1st Series</i>	Education Center	1990
	<i>Learning Through Literature Teaching Units for Favorite Children's Books Gr. K-1 2nd Series</i>	Education Center	1991
Borst, Donna	<i>Classroom Celebrations The Best of Holidays and seasonal celebrations</i>	Teaching and Learning Company	1996
Alcorn, Jo	<i>Art Projects with Paper: More than 20 Fun, Step-by-Step Projects that Turn Paper Into Dazzling Decorations, Treasures, and Gifts</i>	Scholastic	1999
Artell, Mike	<i>How to Create Picture Books A step-by-step guide for young authors and illustrators</i>	Monday Morning	1994
Baltas, Joyce	<i>Balanced Reading K-2</i>	Scholastic	1996
Bernstein, Alice	<i>Teacher's Planbook and Calendar of Year Round Activities</i>	Troll Associates	1994
Borst, Donna	<i>The Best of Holidays and Seasonal Celebrations Issues 1-4</i>	Teaching and Learning Company	1999
Bullock, Doris	<i>Designed to Delight Activities to Enhance Children's Enjoyment of Books</i>	Fearon Teacher Aids	1986
Carey, Patsy	<i>Literature Unit for Strega Nona</i>	Teacher Created Materials	1993
Carratello, John & Patty	<i>Literature and Critical Thinking Primary</i>	Teacher Created Materials	1987
Carratello, John & Patty	<i>Literature and Critical Thinking Primary</i>	Teacher Created Materials	1989
Carratello, John & Patty	<i>Literature and Critical Thinking Intermediate</i>	Teacher Created Materials	1989
Carratello, Patty	<i>Literature and Critical Thinking Intermediate</i>	Teacher Created Materials	1989
Cochran, Judith	<i>Insights to Literature</i>	Incentive Publications	1991
Comfort, Claudette	<i>Newberry & Caldecott Books in the Classroom</i>	Incentive Publication	1991
Conrad, Marjorie	<i>Our Five Senses: Theme Unit</i>	Creative Teaching Press	1992
Cooper, Cathie	<i>Storyteller's Cornucopia</i>	Alleyside Press	1998
DiDominicis, Lynn	<i>Literature Unit for Jumanji</i>	Teacher Created Materials	1995
Elmore, Rebekah	<i>10 Ready-To-Go Book Report Projects</i>	Scholastic	1997
Farmer, Lesley	<i>Creative Partnerships: Librarians and Teachers Working Together</i>	Linworth	1993
Fiderer, Adele	<i>35 Rubrics & Checklists to Assess Reading and Writing</i>	Scholastic	1998

Fredericks, Anthony	<i>Integrated Curriculum: Books for Reluctant readers, Grades 2-5</i>	Teacher's Ideas Press	1992
Freeman, Sara	<i>Changes-Weather: Theme Unit</i>	Frank Schaffer	1991
Gould, Judith S.	<i>Four Square Writing Method</i>	Teaching and Learning Company	1999
Hechtman, Judi	<i>Ocean: Theme Unit</i>	Creative Teaching Press	1994
Housel, Debra	<i>Quick and Easy Costumes and Plays</i>	Teacher Created Materials	2000
Janeczko, Paul B	<i>Favorite Poetry Lessons</i>	Scholastic	1996
Kato, JoAnne	<i>Frogs and Toads: Theme Unit</i>	Creative Teaching Press	1991
Kear, Dr. Dennis J.	<i>A Multicultural Guide to Literature-Base Whole Language Activities for Young Children</i>	Good Apple	1993
Kilpatrick, Susan	<i>Literature Unit for Molly's Pilgrim</i>	Teacher Created Materials	1995
Kilpatrick, Susan	<i>Literature Unit for Where the Wild Things Are</i>	Teacher Created Materials	1994
Kotch, Laura	<i>Author Studies Handbook</i>	Scholastic	1995
Lee, Carol K.	<i>57 Games to Play in the Library or Classroom</i>	Alleyside Press	1997
Lunsford, Susan	<i>Literature Based Mini Lessons to Teach Writing</i>	Scholastic	1998
Mallett, Jerry	<i>World Folktales</i>	Alleyside Press	1994
Miller, Marcia	<i>Big Book of Ready-to-go Writing Lessons</i>	Scholastic	2000
Moen, Christine	<i>Teaching with Caldecott Books</i>	Scholastic	1991
Moore, Jo Ellen	<i>Unit About Dragons</i>	Evan-Moore Corp	1989
Nessle, Denise	<i>Follow the Directions!</i>	Scholastic	1999
Newman, Dana	<i>Ready-To-Use Activities and Materials on Woodlands Indians</i>	Prentice Hall	1997
Palumbo, Thomas	<i>Integrating the Literature of Beverly Cleary in the Classroom</i>	Good Apple	1991
Palumbo, Thomas J.	<i>Integrating the Literature of Chris Van Allsburg In the Classroom</i>	Good Apple	1992
Perry, Phyllis	<i>Myths Legends and Tales</i>	Alleyside Press	1999
Phillips, Nancy	<i>Literature Unit for Johnny Appleseed</i>	Teacher Created Materials	1995
Porteous, Diane	<i>Literature Unit for Arthur's Eyes</i>	Teacher Created Materials	1996
Raines, Shirley C.	<i>Story Stretchers for the Primary Grades</i>	Gryphon House	1992
Raines, Shirley C.	<i>450 More Story Stretchers for the Primary Grades</i>	Gryphon House	1994
Raines, Shirley C.	<i>Story Stretchers Activities to Expand Children's Favorite Books</i>	Gryphon House	1989
Rozakis, Laurie	<i>Laura Ingalls Wilder Activities Based on Research from the Laura Ingalls Wilder Homes and Museums</i>	Scholastic	1993
Schroeder, Joane F.	<i>Fun Puppet Skits for Schools and Libraries</i>	Teacher Ideas Press	1995
Shepherd-Hayes,	<i>Literature Unit for If You Give a Mouse a</i>	Teacher Created	1994

Deborah	<i>Cookie and If You Give a Moose a Muffin</i>	Materials	
Snoddon, Ruth	<i>Ready-to-Use Library Skills Games</i>	Center for Applied Research	1987
Spagnoli, Cathy	<i>A Treasury of Asian Stories & Activities for Schools & Libraries</i>	Alleyside	1998
Steding, Laurie	<i>Teachers' Messages and Notes Home</i>	Troll Associates	1994
Sterling, Mary	<i>Write All About It! Activities for the Writing Process</i>	Teacher Created Materials	1993
Suid, Murray	<i>Storybooks Teach Writing Little Literacy Lessons Starring Three Dozen Classics</i>	Monday Morning	1994
Sweeney, Jaqueline	<i>350 Fabulous Writing Prompts Thought-Provoking Springboards for Creative, Expository, and Journal Writing</i>	Scholastic	1995
Thompson, Greg	<i>Step by Step Theatre Creating Plays for Class Presentation</i>	Fearon	
Toboni, Vicki	<i>Farm Animals Theme Unit</i>	Creative Teaching Press	1991
Traugh, Susan	<i>Dinosaurs: Theme Unit</i>	Creative Teaching Press	1991
Tuten-Puckett, Katharyn	<i>Using Wordless Picture Books</i>	Teacher Ideas Press	1993
Williams, Rozanne	<i>Transportation: Theme Unit</i>	Creative Teaching Press	1990

**Nonfiction Books Donated by Adell Bridgeford to the Curriculum Materials Center
Minnesota State University Moorhead, Moorhead, MN
September 2016**

Marks, Anthony, *Romans*, Scholastic, 2005
Wheatley, Abigail, *Archaeology*, Scholastic, 2003

**Puppets Donated by Adell Bridgeford to the Curriculum Materials Center
Minnesota State University Moorhead, Moorhead, MN
September 2016**

Puppets	Description
<i>Bear</i>	12 inches
<i>Grouchy Lady Bug</i>	<i>Grouchy Lady Bug</i> (Book and Puppet); 8 inches
<i>Moose</i>	13 inches
<i>Penguin</i>	<i>Little Penguin's Tale</i> (Book and Puppet); 14 inches
<i>Raccoon</i>	Folkmanis puppet; 15 inches
<i>Snail</i>	Folkmanis puppet; 13 inches

**Story Book Characters Donated by Adell Bridgeford to the Curriculum Materials Center
Minnesota State University Moorhead, Moorhead, MN
September 2016**

Book Title	Character Name/Description
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<i>Babar</i>	Babar Elephant (green jacket)
<i>Babar</i>	Celeste (Pink Dress)
<i>Madeline</i>	Madeline Doll
<i>Oh Say Can You Say</i>	Green Bird
<i>Pippi Longstocking</i>	Pippi Longstocking
<i>Put Me in the Zoo</i>	Spotted Leopard
<i>The Grinch Stole Christmas</i>	The Grinch
<i>The Lorax</i>	The Lorax
<i>There's a Wocket in my Pocket</i>	Orange and Pink Wocket

Bengtson Book Donation to NLLN Member Libraries

AUTHOR	AUTHOR	TITLE
Last Name	First Name	
Hua	Gu	<i>A Small Town Called Hibiscus</i>
Smith	Lee	<i>Cakewalk</i>
Unger	Douglas	<i>Leaving The Land</i>
Sandford	John	<i>Chosen Prey</i>
White	E B	<i>The Second Tree From The Corner</i>
Green	Kate	<i>Shattered Moon</i>
Atwood	Margaret	<i>The Handmaid's Tale</i>
Trogdon	William	<i>Blue Highways</i>
Jhabvala	Ruth Praver	<i>Heat & Dust</i>
Smith	Lee	<i>Family Linen</i>
Chute	Carolyn	<i>The Beans of Egypt-Maine</i>
Tan	Amy	<i>The Joy Luck Club</i>
Chekhov	Anton	<i>Selected Stories</i>
Gurganus	Allan	<i>White People</i>
Schwandt	Stephen	<i>The Last Goodie</i>
Follett	Ken	<i>The Pillars of The Earth</i>
Grisham	John	<i>The Pelican Brief</i>
Camus	Albert	<i>The Plague</i>
Miller	Arthur	<i>Death of A Salesman</i>
Boll	Heinrich	<i>The Lost Honor of Katharina Blum</i>
Bodycombe	David	<i>Mind Benders</i>
Olsson	Linda	<i>Astrid & Veronika</i>
Chavis	Geri Giebel	<i>Family Stories from the Interior</i>
Picoult	Jodi	<i>My Sister's Keeper</i>
Smith	Alexander McCall	<i>The Importance of Being Seven</i>
Goolrick	Robert	<i>A Reliable Wife</i>
Phillips	Jayne Anne	<i>Fast Lanes</i>
Kagen	Lesley	<i>Whistling in the Dark</i>
Davis	Jill A	<i>Ask Again Later</i>
Dorris	Michael	<i>The Crown of Columbus</i>

Stockett	Kathryn	<i>The Help</i>
Smith	Alexander McCall	<i>The Saturday Big Tent Wedding Party</i>
Smith	Alexander McCall	<i>The Charming Quirks of Others</i>
Fey	Tina	<i>Bossypants</i>
Straight	Susan	<i>Aquaboogie</i>
Sanders	Scott Russell	<i>The Paradise Bombs</i>
Smith	Alexander McCall	<i>The Unbearable Lightness of Scones</i>
Smith	Alexander McCall	<i>La's Orchestra Saves the World</i>
Schultz	Connie	<i>Life Happens</i>
Simonson	Helen	<i>Major Pettigrew's Last Stand</i>
Rush	Anne Kent	<i>Moon, Moon</i>
Considine	David M	<i>Visual Messages - 1992</i>
Considine	David M	<i>Visual Messages - 1999</i>
Poulin, Jr	A.	<i>Contemporary American Poetry</i>
	Elder Minnesotans	<i>Never Like You Plan</i>
Mayes	Frances	<i>The Discovery of Poetry</i>
Pacheco	Joseph	<i>Alligator in the Sky</i>
Willis	Meredith Sue	<i>Personal Fiction Writing</i>
	Florida State Univ	<i>Sundog</i>
Wallis	Jim	<i>God's Politics</i>
Carter	Jimmy	<i>Our Endangered Values</i>
Mortenson	Greg	<i>Stones into Schools</i>
Martone	Michael	<i>Townships</i>
	Hamline Univ	<i>Water Stone</i>
	Magazine of Poetry	<i>Pemmican</i>
Roberts	Philip Davies	<i>How Poetry Works</i>
Yeats	William Butler	<i>Selected Poems and Two Plays of - Yeats</i>
Bly	Carol	<i>Beyond the Writers' Workshop</i>
	Almanac	<i>2014 St Paul Almanac</i>
Dickinson	Emily	<i>Final Harvest - Dickinson's Poems</i>
Abrams	M H	<i>English Romantic Poets</i>
Lloyd	Pamela	<i>How Writers Write</i>
Griffiths	Jane	<i>A Grip On Thin Air</i>
		<i>Minneapolis Sculpture Garden</i>
Ehrlich	Eugene	<i>Basic Grammar For Writing</i>
Frye	Northrop	<i>Anatomy of Criticism</i>
Garrison	Roger	<i>How A Writer Works</i>
Hise	Jesse	<i>Patterns (out of print)</i>
Leggett	Glenn	<i>12 Poets</i>
Aliesan	Jody	<i>Loving in Time of War</i>
Lawder	Douglas	<i>Binoculars</i>
Nightingale	Barbra	<i>Singing in the Key of L</i>
Borges	Jorge Luis	<i>Dreamtigers</i>

Hasselstrom	Linda	<i>Dakota Bones</i>
Palmer	Todd	<i>Shadowless Flight</i>
Christensen	Elaine	<i>I Have Learned Five Things</i>
Clement	Kathryn	<i>A Common Language</i>
Naiden	James	<i>Summer Poems</i>
Adams	Sam	<i>Ten Anglo-Welsh Poets</i>
Tillemans	Rose	<i>I'm Still Dancing</i>
Robinson	Guy	<i>Do You Know? World War II</i>
		<i>Shakespeares's Best</i>
		<i>Lake Region Review 6 copies - 2012 (\$10. each)</i>
		<i>Lake Region Review 3 copies - 2013 (\$10. each)</i>
		<i>Lake Region Review 2 copies - 2011 (\$10. each)</i>
Bonner	Barbara	<i>Sacred Ground</i>
Schaeffer	Francis A	<i>The Church At The End of The 20th Century</i>
Schaeffer	Francis A	<i>A Christian Manifesto</i>
O'Reilley	Mary Rose	<i>Radical Presence</i>
Sobczak	Charles	<i>Rhythm of the Tides</i>
Kilgore	David	<i>Last Summer</i>
Sutin	Lawrence	<i>A Postcard Memoir</i>
Dees	Morris	<i>A Season For Justice</i>
Harris	Leon	<i>Upton Sinclair American Rebel</i>
Kohn	Alfie	<i>The Schools Our Children Deserve</i>
DeGrazia	Emilio	<i>A Canticle for Bread and Stones</i>
Bettelheim	Bruno	<i>The Uses of Enchantment</i>
Norris	Kathleen	<i>Dakota</i>
Waugh	Evelyn	<i>A Little Learning</i>
Keillor	Garrison	<i>Happy To Be Here</i>
Hasselstrom	Linda	<i>Feels Like Far</i>
Bass	Rick	<i>Oil Notes</i>
Schaeffer	Francis a	<i>True Spirituality</i>
Postman	Neil	<i>The End of Education</i>
Dorris	Michael	<i>Morning Girl</i>
Young	Al	<i>Seduction By Light</i>
Mason	Bobbie	<i>Love Life</i>
Martone	Michael	<i>Fort Wayne Is Seventh On Hitler's List</i>
Bass	Rick	<i>In The Loyal Mountains</i>
McGaa	Ed	<i>Rainbow Tribe</i>
DeGrazia	Emilio	<i>Billy Brazil</i>
DeGrazia	Emilio	<i>Seventeen Grams of Soul</i>
Haynes	David	<i>Right by My Side</i>
Hribal	C J	<i>Matty's Heart</i>
Bukoski	Anthony	<i>Twelve Below Zero</i>
Willis	Meredith Sue	<i>Deep Revision</i>

Morice	Dave	<i>The Adventures of Dr Alphabet</i>
Hill	Stan	<i>Confessions of an 8- Year-Old Boy</i>
Walker	Scott	<i>The Graywolf Annual Three: Essays, Memoirs..</i>
Walker	Scott	<i>The Graywolf Annual Four: Short Stories By Men</i>
Iorio	John	<i>The Shrine</i>
Rabasa	George	<i>Glass Houses</i>
Ford	Richard	<i>Rock Springs</i>
Gallagher	Tess	<i>The Lover of Horses</i>
Momaday	N Scott	<i>House Made of Dawn</i>
Cardona-Hine	Alvaro	<i>The Half-eaten Angel</i>
Dickens	Charles	<i>David Copperfield</i>
Lesley	Craig	<i>Talking Leaves</i>
Kinsella	W P	<i>The Alligator Report</i>
Brautigan	Richard	<i>Trout Fishing In America</i>
Brautigan	Richard	<i>Trout Fishing In America</i>
McMurtry	Larry	<i>Horseman, Pass By</i>
Hau'ofa	Epeli	<i>Kisses In The Nederends</i>
Welch	James	<i>Winter In The Blood</i>
Mason	Bobbie Ann	<i>Shiloh And Other Stories</i>
McGuane	Thomas	<i>To Skin A Cat</i>
Smiley	Jane	<i>A Thousand Acres</i>
Shepard	Sam	<i>Great Dream Of Heaven</i>
Mortenson	Greg	<i>Three Cups Of Tea</i>
Bukoski	Anthony	<i>Children of Strangers</i>
Endo	Shusaku	<i>Silence</i>
Caveney	Graham	<i>Gentleman Junkie</i>
Findhorn Community		<i>The Findhorn Garden</i>
Bly	Robert	<i>The Sibling Society</i>
London	Jack	<i>Tales of the North</i>
Pagels	Elaine	<i>The Gnostic Gospels</i>
Dorris	Michael	<i>The Broken Cord</i>
Carter	Jimmy	<i>Talking Peace</i>
Smith	Alexander McCall	<i>The Forgotten Affairs of Youth</i>
Bass	Rick	<i>The Watch Stories</i>
Ivins	Molly	<i>Bushwhacked</i>
Dorris	Michael	<i>Working Men</i>
Burgos-Debray	Elisabeth	<i>I, Rigoberta Menchu</i>
Baker	Russell	<i>Growing Up</i>
Clark	Robert	<i>Our Sustainable Table</i>
Cook	David M	<i>The Small Town in American Literature</i>
Bragg	Rick	<i>All Over but the Shoutin'</i>
McPhee	John	<i>Orangs</i>
Neuhausler	Dr Johannes	<i>What Was It Like In The Concentration Camp At Dachau?</i>

Pearlman	Mickey	<i>A Place Called Home</i>
Schaeffer	Francis A	<i>A Christian Manifesto</i>
		<i>Dachau Concentration Camp</i>
Schoenman	Ralph	<i>IRAQ and KUWAIT: A History Suppressed</i>
Barton	Paule	<i>The Woe Shirt</i>
Costanzo	William	<i>Double Exposure</i>
Bly	Carol	<i>Changing The Bully Who Rules The World</i>
Pitt	William	<i>War on Iraq</i>
Bonhoeffer	Dietrich	<i>Life Together</i>
King	Tim	<i>A Stranger In This Place But Once</i>
Givens	Bill	<i>Film Flubs</i>
Holm	Bill	<i>Coming Home Crazy</i>
Copland	Aaron	<i>What To Listen For In Music</i>
Salinger	J D	<i>The Catcher In The Rye</i>
Davis	Terry	<i>Vision Quest</i>
Lake	M D	<i>A Gift For Murder</i>
Schwartz	Morrie	<i>Morrie: In His Own Words</i>
Sassoon	Siegfried	<i>Memoirs of an Infantry Officer</i>
Weatherford	Jack	<i>Indian Givers</i>
Peplow	Michael	<i>The New Negro Renaissance: An Anthology</i>
Brox	Jane	<i>Here and Nowhere Else</i>
Eliot	George	<i>The Mill On The Floss</i>
Bronte	Emily	<i>Wuthering Heights</i>
		<i>Asian American Voices</i>
DeGrote-Sorensen	Barbara	<i>Six Weeks to a Simpler Lifestyle</i>
Mortenson	Greg	<i>Three Cups Of Tea</i>
Vort	Kay Vander	<i>Walking in Two Worlds</i>
Martone	Michael	<i>A Place of Sense</i>
Fink	Ida	<i>A Scrap of Time</i>
Olsen	Tillie	<i>Tell Me A Riddle</i>
Ozick	Cynthia	<i>The Messiah of Stockholm</i>
Kafka	Franz	<i>Parables and Paradoxes</i>
Schulz	Bruno	<i>The Street of Crocodiles</i>
Walker	Alice	<i>You Can't Keep A Good Woman Down</i>
Flagg	Fannie	<i>Fried Green Tomatoes at the Whistle Stop Café</i>
Smith	Alexander McCall	<i>The Uncommon Appeal of Clouds</i>
Sato	Hideaki	<i>Requiem World Trade Center</i>
Cooper	Roger	<i>Impressions</i>
Fabun	Don	<i>The Dynamics Of Change</i>
Elkins	James	<i>How To Use Your Eyes</i>
Roth	Susan A	<i>The Weekend Garden Guide</i>
Robinson	Randal	<i>Unlocking Shakespeare's Language</i>
Barron	Ron	<i>A Guide to Minnesota Writers</i>

Haynes	Susannah	<i>The Women's Heritage Scrapbook</i>
Rygiel	Mary Ann	<i>Shakespeare Among Schoolchildren</i>
Fox	Roy F	<i>Images in Language, Media, and Mind</i>
Heifetz	Julie	<i>Oral History and The Holocaust</i>
Davis	James E	<i>Teaching Shakespeare Today</i>
Peterson	Wilferd	<i>The New Book of the Art of Living</i>
Faulkner	William	<i>The Georgia Review</i>
Logan	Ben	<i>The Land Remembers</i>
Beaty	Jerome	<i>The Norton Introduction to the Short Novel</i>
McManus	Patrick	<i>The Deer On A Bicycle</i>
McGhee	Alison	<i>Shadow Baby</i>
Earley	Tony	<i>Here We Are In Paradise</i>
Calvino	Italo	<i>The Watcher</i>
Schmidt	Annie M G	<i>Minnie</i>
Wallis	Jim	<i>The Great Awakening</i>
Brown	Dan	<i>The Da Vinci Code</i>
Humphrey	William	<i>The Spawning Run</i>
Bundy	Peter P	<i>Finding The Forest</i>
Keillor	Garrison	<i>Homegrown Democrat</i>
Faulkner	William	<i>The Sound and the Fury</i>
Faulkner	William	<i>Three Famous Short Novels</i>
Camus	Albert	<i>The Stranger</i>
Conrad	Joseph	<i>Heart of Darkness</i>
Kawabata	Yasunari	<i>Beauty and Sadness</i>
Melville	Herman	<i>Four Short Novels</i>
Mann	Thomas	<i>Buddenbrooks</i>
Lagerkvist	Par	<i>The Sibyl</i>
Steinbeck	John	<i>Tortilla Flat</i>
Flaubert	Gustave	<i>Madame Bovary</i>
Schreiber	Vernon	<i>My Servant Job</i>
Bradbury	Ray	<i>The Martian Chronicles</i>
Hawthorne	Nathaniel	<i>The Scarlet Letter</i>
L'Amour	Louis	<i>Borden Chantry</i>
Chandler	Raymond	<i>Farewell, My Lovely</i>
Updike	John	<i>Assorted Prose</i>
Parks	Gordon	<i>The Learning Tree</i>
Camus	Albert	<i>The Plague</i>
O'Connor	Flannery	<i>Three by Flannery O'Connor</i>
Kay	Terry	<i>The Year The Lights Came On</i>
Lake	M D	<i>Poisoned Ivy</i>
Morrison	Toni	<i>Song of Solomon</i>
Malamud	Bernard	<i>The Fixer</i>
Singer	Isaac Bashevis	<i>The Magician of Lublin</i>

L'Amour
Orwell
Wells
Uris
Doctorow

Louis
George
H G
Leon
E L

Sackett's Land
Nineteen Eighty-four
The Invisible Man/The War of the Worlds
Exodus
Ragtime

Email from Stephen Pflieger, Bemidji Middle School:

I am very pleased with how things turned out. I really like the circ desk. It is just beautiful.

The carpet is growing on me. Would not have been my first choice, the lines get to me a little. I really like the shelving at a slant. It breaks up the lines in the carpet and it just looks great! I am very pleased with the remodel thus far and look forward working with you as we continue.

Stephen Pflieger
Bemidji Middle School
Library Media Specialist
218-333-3215 x57201
spfleger@bemidji.k12.mn.us



Train-the-Trainers

Online Destiny Training

Email to School and NorthStar Users List September 15, 2016:

We have a new online Destiny Training through Schoology for you, designed by Gina Drellack, Education Services Consultant with Northwest Service Cooperative. Some of the videos include direct instruction on the Destiny Catalog, which has been approved by Follett. It's an integrated

system, designed to be interactive, and based on the principles linked to skill building for NLLN's Train-the-Trainers model, whereby:

Learning is ...
self-directed
fills an immediate need and is highly participatory
will be helpful and applicable in the work setting
is experiential whereby participants learn from one another
encompasses time for reflection and feedback
is mutually respectful.

To participate,

- Go to <https://www.schoology.com>
- Sign up
- Or login if you already have a Schoology account
- Go to "Courses"
- “Join”
- Join the Destiny Training course by entering the course number: C37RB-M8TGX

Once you access the Destiny Training course, you will have online Destiny training for:

Circulating Library Materials

Adding Patrons

Building Your Catalog

Configuring Library Manager for Your School

Managing Library Fines

Conducting an Inventory

Updating the Calendar, Setting the Calendar for the School Year, Updating Homerooms and Grade Levels, Adding Kindergarteners, Deleting Seniors

Destiny Training CEU Certificate.pdf

An added benefit of the course are the .pdf instructions you can print following each module and the CEU Certificate.

Return to the course at any time!

Media Specialist Research

Media Specialists or School Librarians are Essential for a Well-Rounded Education

Spring, 2017

*Kathy B. Enger, M.L.S., Ph.D., Executive Director, Northern Lights Library Network
Glenn Heinecke, Media Specialist, Roseau School*

Students in schools with full-time, certified media specialists do significantly better on standardized tests than students in schools without certified media specialists (Bleidt, 2011; Farmer, 2006; Francis & Lance, 2011; Hughes, 2014; Hughes, et al, 2013; Kuon, Flores, & Pickett, 2014; Lance & Hofschire, 2012; Montiel-Overall, 2009; Neuman & Celano, 2001; Small & Snyder, 2010; Strong, 2014).

Media specialists: “are uniquely qualified to teach the information literacy skills that are paramount in a knowledge-based economy” (Francis & Lance, 2011, p. 65).

This study used a grounded theory, qualitative approach to examine sixty-seven full-text scholarly articles in the literature of Library and Information Science on the terms “Media Specialist” and “School Librarian” from 1997-2016, including sixty-eight Internet documents from state education websites and district education websites totaling 2,240 pages of documents, to determine the skills media specialists impart to students. Charmaz (2014) recommends the use of documents as a source of data, particularly in developing grounded theory. Findings,

Media Specialists teach the following skills:

Information Literacy

Digital Literacy

Library and Information Science Skills

Throughout the Information Literacy, Digital Literacy, and Library and Information Science skills acquisition process students are:

Analyzing, Synthesizing, and Evaluating

the information they find and use.

Analyzing, synthesizing, and evaluating are higher-order thinking skills, Bloom (1956).

Information Literacy Skills

- The Need to Access Information is Realized

In school environments, students are required to complete assignments that necessitate access to knowledge to validate their work and meet academic standards for course completion. Media specialists discuss students' information needs, ask questions, and define the problems students seek to solve.

- The Information or the Knowledge Needed is Located

Reference questions for simple information needs are retrieved by a simple Google search. Access to knowledge requires connecting students to peer-reviewed research articles in databases and library collections through online catalogs and interlibrary loan links. Media specialists teach the difference between popular and scholarly publications, current vs. historic documents, and the difference between primary and secondary sources.

Students access and process knowledge rather than information. Knowledge is accessible through the scholarly work academics perform in journal articles, books, and reference materials. These resources are rarely free and require the knowledge of someone to know about them, to purchase them, and to make them accessible by organizing them and teaching students how to use them.

**Google search = Information
Access to Databases + Books = Knowledge**

- The Accuracy, Value, and Relevancy of the Knowledge Located is Determined

Students evaluate the sources they find in terms of accuracy, bias, relevancy, currency, credibility, purpose, validity, and social and cultural context. Online reading comprehension is important and material from a variety of sources is synthesized. Students need to determine what they will use and not use from what appears to be limitless sources of material.

- The Knowledge Located is Organized

Material located is organized into a manageable and understandable form. A student imposes structure on the knowledge located. Students need to learn about plagiarism and how 'cutting and pasting' what they find is illegal. If they are writing a paper, they need to understand what style the paper will be written in and the bibliographic format they will use (i.e. APA, Chicago Style Manual, MLA, etc.)

- The Knowledge Located is Put to Use

Students have the resources they need to create a paper, a presentation, or project. Students have integrated the knowledge found and acquired into their own personal knowledge base and learning occurs.

Schools without media specialists do not employ anyone whose explicit job it is to impart the understanding of knowledge acquisition to students.

In addition to analysis, synthesis, and evaluation,

Reading and Writing

are required throughout the information literacy process, providing a well-rounded learning experience for students.

Digital Literacy Skills

Media specialists teach along a spectrum of digital literacy skills, from developing usernames and passwords, manipulating a mouse, learning keyboarding, using email and websites, and practicing digital etiquette, to the more advanced skills of navigating social media sites such as wikis, blogs, evaluating websites, manipulating data with spreadsheets, creating multimedia presentations with digital imagery, digital audio, digital video, and using smart phone and tablet technology to understanding how subsystems fit together to form systems or networks.

Digital literacy focuses on the technological skills required to learn, rather than the knowledge seeking behaviors associated with information literacy. Media specialists teach students about the information/knowledge resources they need, then how to use the appropriate access technology to find and use these resources.

Library and Information Science Skills

Reading, reading, reading, reading, reading, reading, reading, reading, reading, reading ...

The first and primary skill related to the library and information science skills media specialists impart to students is simply reading. Students become interested in books, learn about genres, grow as readers, develop individual tastes, and learn to appreciate the content books represent, such as the natural world, science, literature, and the arts. Students also become independent and critical readers and begin to realize that reading can become an integral part of life. Throughout the enrichment reading provides, students can improve academic achievement and reading comprehension. The media specialist her/himself represents reading to students and is a role model for reading.

It has been widely shown that literacy levels improve as access to reading material and literature increases (Anderson, Wilson, & Fielding, 1988; Crosnoe & Cooper, 2010; Duke, 2000; Krashen, 2016; McQuillan & Au, 2001; Neuman & Celano, 2001; Saenz & Felix, 2007; Sanacore, 2006; Sanjana & Krolak, 2015).

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Northern Lights Library Network Governing Board FY17:

- Wayne Ingersoll, President, Lake Agassiz Regional Library Representative, Clay County Commissioner
- Richard Anderson, Vice President, Kitchigami Regional Library Representative, Beltrami County Commissioner
- Reed Olson, Kitchigami Regional Library representative, Beltrami County Commissioner
- Charlie Lindberg, Secretary, Northwest Regional Library System Representative, Kittson Central Schools, emerita
- Carol Sibley, Treasurer, 2-21 - present, Academic Library Representative, Minnesota State University Moorhead emerita
- Ruth Holmgren, Viking Library System Representative, Pelican Rapids Schools
- Adell Bridgeford, Walker Public Schools, emerita, School Library Representative
- Brent Andrews, Special Library Representative, Christiansen Library, Lutheran Brethren Seminary, Fergus Falls
- Terri Darco, Special Library Representative, White Earth Early Childhood Program
- Jenna Kahly, Public Library Representative, Lake Agassiz Regional Library
- Peter Bremer, Alternate Academic Library Representative, University of Minnesota Morris
- Tammy Thomasson-Ehrhart, Alternate Public Library Representative, Crookston Public Library
- Glenn Heineke, Roseau Schools, Alternate School Library Representative

Northern Lights Library Network Executive Director FY16:

Kathy B. Enger

Northern Lights Library Network Office Manager FY16:

Debbie Keena

The Governing Board of Northern Lights Library Network approved the fourth year of the strategic plan June 2016.

The design of questions for both the qualitative and quantitative data collection was based on Northern Lights Library Network's 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 twenty-three NLLN members attending the 2012 annual meeting. Qualitative data was collected using twenty-two 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 thirty-nine 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, seventy-two members completed the survey (nearly a 40% response rate) and fifty-eight 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
<p>CORE VALUES</p> <ol style="list-style-type: none">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?
<p>ENVIRONMENTAL SCAN and SWOT ANALYSIS</p> <ol style="list-style-type: none">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?
<p>NEEDS ANALYSIS OF MULTI-TYPE LIBRARY SYSTEM REGION</p> <ol style="list-style-type: none">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?

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 of 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 about the purpose 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 to individual libraries.
 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 5 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					
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.