

Strategic Plan

Northern Lights Library Network

Fiscal Year 2016

Northern Lights Library Network (NLLN) is a cooperative network of 280 library members in academic, public, school, and special libraries in 23 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.

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 Multicounty Multi-type Library state aid requirements, an approved three-year strategic plan with a narrative of the process used to create the plan must be submitted to the State of Minnesota MDE by July 1, 2015 for FY16. The narrative must include the needs assessment process and how stakeholders were consulted. The three-year strategic plan, year three, for FY16 is below. The narrative used to design the strategic plan follows.

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

This document is not subject to copyright in the United States and there are no copyright restrictions on reproduction, derivative works, distribution, performance, or display of the work. Anyone may, without restriction under U.S. copyright laws: reproduce the work in print or digital form; create derivative works; perform the work publicly; display the work; distribute copies or digitally transfer the work to the public by sale or other transfer of ownership, or by rental, lease, or lending.

Northern Lights Library Network Strategic Plan Fiscal Year 2015

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 23 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 user's needs and interests and then teach them how to use resources that assist them in learning what they need to know.

We build bridges between libraries and believe that libraries themselves are bridges between physical and electronic access to information -- bridges between people and technology -- and bridges between 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 ongoing, sustainable, and continuous library funding at the local, state, and national level.

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

This document is not subject to copyright in the United States and there are no copyright restrictions on reproduction, derivative works, distribution, performance, or display of the work. Anyone may, without restriction under U.S. copyright laws: reproduce the work in print or digital form; create derivative works; perform the work publicly; display the work; distribute copies or digitally transfer the work to the public by sale or other transfer of ownership, or by rental, lease, or lending.

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.

System in-kind staff support:

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

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

Goal II: Long-range Planning for Cooperative Programs

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

Travel to libraries throughout the NLLN region, to attend local, regional, and statewide meetings and conferences, serve on professional library committees, and attend MLA legislative initiatives. Serve on ITEM conference planning committee; 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 between and among constituents, librarians, and legislators; present at conferences; meet with librarians locally, statewide, nationally, and internationally.

State Aid Expenditures: \$6,425.50 budgeted.

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

Output: Attendance at library meetings, events, and functions.

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.

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 publically 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 between and 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 third annual *Library Luncheon with Legislators* will be held Saturday, February 20, 2016. Librarians from the region will briefly describe their work to legislators in order to prepare legislators for Minnesota Library Legislative Day, March, 2016.

The Life Achievement Award from Northern Lights Library Network (NLLN) signifies a contribution to citizens in the NLLN region from a librarian who has given extraordinary service throughout a career. The award is given once a year upon the recommendation of the executive director or a governing board member. The third annual life achievement award will be given in fiscal year 2016.

Impact: Healthy rural communities.

2. Develop activities that bring all libraries together.

State Aid Expenditures: \$0

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

Output:

Campbell-Tintah School Library

Lynette Schwagerl from the Campbell-Tintah School Library is renovating the library and moving the card catalog to an online catalog system with Follett Destiny. NLLN is supporting the online transition with \$500 for cataloging expenses and \$500 for summer release time for Lynette. David Crutchfield, architect with North Dakota State University, designed a plan for the library and intern Katelyn Ostby helped with the cataloging process.

Laporte School Library

Address the needs for renovation at the Laporte School Libray. The architect, David Crutchfield, NDSU, is meeting at Laporte School Library on July 15, 2015, to plan the renovation. Kathy and Dana (Technology Integrationist at LaPorte) will write an LSTA grant to fund the renovation.

Tribal College Library Directors

The tribal college librarians in the region meet quarterly:

This document is not subject to copyright in the United States and there are no copyright restrictions on reproduction, derivative works, distribution, performance, or display of the work. Anyone may, without restriction under U.S. copyright laws: reproduce the work in print or digital form; create derivative works; perform the work publicly; display the work; distribute copies or digitally transfer the work to the public by sale or other transfer of ownership, or by rental, lease, or lending.

Hannah Buckland, Director of Library Services
Leech Lake Tribal College
6945 Little Wolf Road, NW
Cass Lake, Minnesota 56633
Hannah.buckland@lltc.edu
218-335-4240

Cassy Keyport
Red Lake Nation College
23740 Highway 1E
P.O. Box 576
Red Lake, Minnesota 56671
ckeyport@gmail.com

Claudia West
White Earth Tribal and Community college
102 3rd Street NE
Mahnomen, Minnesota 56557
Claudia.seymour@wetcc.edu

Zion Lutheran Church Library

Ongoing book processing and cataloging is occurring at Zion Lutheran Church in Alexandria.

River Cities Literary Arts Center

It is hoped that a literary center will be formed in the Fargo Moorhead region like the Loft in the Twin Cities. Kathy is serving on the introductory board.

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 their collections, support professionals managing their collections, and make the collections more easily accessible to citizens of the region. Develop strong ties with the Minnesota Historical Society in order for consistent information dissemination throughout the region.

State Aid Expenditures: \$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.

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:

Skills and Knowledge Students Acquire from Media Specialists

Kathy and Glenn Heinecke are completing a review of the literature to determine the skills and knowledge students acquire from media specialists and should be completed with the study by the end of Summer, 2015.

- 5. Participate in the library advocacy activities.**

State Aid Expenditures: \$0.00

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

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

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: \$1,000.00

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: \$7,425.50 budgeted

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

This document is not subject to copyright in the United States and there are no copyright restrictions on reproduction, derivative works, distribution, performance, or display of the work. Anyone may, without restriction under U.S. copyright laws: reproduce the work in print or digital form; create derivative works; perform the work publicly; display the work; distribute copies or digitally transfer the work to the public by sale or other transfer of ownership, or by rental, lease, or lending.

Minnesota through the *Minnesota Literacy Initiative*. From early reading activities to advanced literary discussions, library literacy initiatives bring people together to get to know books in enjoyable and satisfying situations. Literacy promotes personal improvement and enlightenment, insures equality, dignifies, and creates prosperity.

The following 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.

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)** as they prepare a new community library, Maamigin Achigazo.

State Aid Expenditures: \$250.00 budgeted.

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

All other revenue expenditures: \$121,000.000 IMLS grant.

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

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.

Thirty-five broadsides each of poets in the NLLN region, Belar, Bennett, Dolence, Lajimoidiere, Vinz, and Zepper have been created by Patrick Vincent, professor of visual arts at MSUM and will be for sale at \$25/each to raise funds for NLLN’s scholarship fund.

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.

4. **Technology training** for librarians in the region assists them in keeping up with rapidly changing technology. 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.

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.

This document is not subject to copyright in the United States and there are no copyright restrictions on reproduction, derivative works, distribution, performance, or display of the work. Anyone may, without restriction under U.S. copyright laws: reproduce the work in print or digital form; create derivative works; perform the work publicly; display the work; distribute copies or digitally transfer the work to the public by sale or other transfer of ownership, or by rental, lease, or lending.

State Aid Expenditures: \$500 budgeted

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

Other in-kind support: \$600.00

Output: Ongoing training and support for up to 20 professionals in the region.

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

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

State Aid Expenditures: \$0.00

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

Output: Adults who are excited about literature for children and young adults come away from *Spotlight* with a renewed sense of excitement about literature and share what they learn with the children and young adults they serve. NLLN continues to be the fiscal agent for *Spotlight* and the office manager manages registration.

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

6. **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.

digital content!! Gina"

State Aid Expenditures: \$10,000.00 budgeted.

System in-kind staff support: \$0.00

Output: The Lake Agassiz Digital Library and NWRL Overdrive School Initiative: With funding support from Northern Lights Library Network (NLLN), LARL and NWRL purchased may purchase up to 280 eBooks and eAudiobooks for middle and high school students.

Impact: eBook and eAudiobook access for students enhance efforts schools make to provide content rich materials to students through their iPads or tablets.

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

Support special programming as needs and resources arise.

State Aid Expenditures: \$6,455.41 budgeted.

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

Output: 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.

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: \$32,205.41 budgeted.

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: \$1,749.00.

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

Output: Train up to 25 library media personnel.

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. Josephs School, Lancaster public School, Tri-County School, Mahnomen 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

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

This document is not subject to copyright in the United States and there are no copyright restrictions on reproduction, derivative works, distribution, performance, or display of the work. Anyone may, without restriction under U.S. copyright laws: reproduce the work in print or digital form; create derivative works; perform the work publicly; display the work; distribute copies or digitally transfer the work to the public by sale or other transfer of ownership, or by rental, lease, or lending.

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 ongoing interaction with members, determine technology resources available in the region and link those resources with libraries that need them on an ongoing basis throughout fiscal year 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: \$2,349 budgeted.

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.

State Aid Expenditures: \$1,320.00
System in-kind staff support: \$2,000.00
Output:

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

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

Output: Communication between NLLN members.

State Aid Expenditures for Goal V: \$4,970.00 budgeted.

Total State Aid Expenditures for Goals I-V: \$52,549.91

Northern Lights Library Network Governing Board FY16:

- Wayne Ingersoll, President, Lake Agassiz Regional Library Representative, Clay County Commissioner
- Richard Anderson, Vice President, 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
- Tony DeSanto, Kitchigami Regional Library Representative from 2-21-15 to present.
- Adell Bridgeford, Walker Public Schools, emerita, School Library Representative
- 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

This document is not subject to copyright in the United States and there are no copyright restrictions on reproduction, derivative works, distribution, performance, or display of the work. Anyone may, without restriction under U.S. copyright laws: reproduce the work in print or digital form; create derivative works; perform the work publicly; display the work; distribute copies or digitally transfer the work to the public by sale or other transfer of ownership, or by rental, lease, or lending.

The Governing Board of Northern Lights Library Network approved the third year of the three-year strategic plan June 2015.

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

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

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

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

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

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

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

References

- Dillman, D. (2007). *Mail and internet surveys: The tailored design method*. NY: Wiley.
- Ellis, S. E. (2010). Introduction to strategic planning in student affairs: A model for process and elements of a plan. *New Directions for Student Services*, 132, 5-16.
- Enger, K.B., & Lajimodiere, D. (2011). A multi-cultural transformative approach to learning: Assessing attitude change in doctoral students following an online diversity course. *Multicultural Education & Technology Journal*, 5, 176-193.
- Giorgi, A., & Giorgi, B. (2008). *Phenomenology*. In J.A. Smith (Ed.), *Qualitative psychology: A practical guide to research methods* (2nd ed., pp. 26-52) Thousand Oaks, CA: Sage Publications.

This document is not subject to copyright in the United States and there are no copyright restrictions on reproduction, derivative works, distribution, performance, or display of the work. Anyone may, without restriction under U.S. copyright laws: reproduce the work in print or digital form; create derivative works; perform the work publicly; display the work; distribute copies or digitally transfer the work to the public by sale or other transfer of ownership, or by rental, lease, or lending.

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 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.
-

This document is not subject to copyright in the United States and there are no copyright restrictions on reproduction, derivative works, distribution, performance, or display of the work. Anyone may, without restriction under U.S. copyright laws: reproduce the work in print or digital form; create derivative works; perform the work publicly; display the work; distribute copies or digitally transfer the work to the public by sale or other transfer of ownership, or by rental, lease, or lending.

-
25. Our library needs more staff.
 26. Our library needs more volunteers.
 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					

This document is not subject to copyright in the United States and there are no copyright restrictions on reproduction, derivative works, distribution, performance, or display of the work. Anyone may, without restriction under U.S. copyright laws: reproduce the work in print or digital form; create derivative works; perform the work publicly; display the work; distribute copies or digitally transfer the work to the public by sale or other transfer of ownership, or by rental, lease, or lending.

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.

This document is not subject to copyright in the United States and there are no copyright restrictions on reproduction, derivative works, distribution, performance, or display of the work. Anyone may, without restriction under U.S. copyright laws: reproduce the work in print or digital form; create derivative works; perform the work publicly; display the work; distribute copies or digitally transfer the work to the public by sale or other transfer of ownership, or by rental, lease, or lending.