

Strategic Plan Work Plan

Northern Lights Library Network

February 21, 2015 Governing Board Meeting for Fiscal Year 2015

Northern Lights Library Network (NLLN) is a cooperative network of 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, 2014 for FY15. The narrative must include the needs assessment process and how stakeholders were consulted. The three-year strategic plan, year two, for FY15 is below. The narrative used to design the strategic plan follows.

The strategic plan includes a vision statement, a mission statement, identification of core values, and goals and objectives. A basic logic model is used, which is a picture of how each program will work and the measures needed to ensure that they work, such as: Inputs 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 FY15 budget.

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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 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 access resources.
- Engage in learning throughout the life cycle

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

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

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

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

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

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

We believe in the inherent value of books.

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

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

GOAL I: SHARE RESOURCES AMONG ALL PARTICIPATING LIBRARIES

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

Interlibrary loan support for library systems in the region.

State Aid Expenditures: \$5,000.00; \$5,000.00 expended.

System in-kind staff support: \$0.00

Output: Interlibrary loan service to patrons in the NLLN region. Interlibrary loan support for Viking Library System.

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

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

GOAL II: LONG-RANGE PLANNING FOR COOPERATIVE PROGRAMS

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

Travel to libraries throughout the NLLN region, attend local, regional, and statewide meetings and conferences, serve on professional library committees, and attend MLA legislative initiatives. Serve on 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: \$8,000.00, director's travel budgeted. \$4,354.30 expended.

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

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

Held 60 library meetings from July, 2014-November, 2014

Impact: Strong support of libraries throughout the State of Minnesota maintains and builds a strong library infrastructure in the state and results in continued funding.

Meetings FY2015 (July 1, 2014 – June 30, 2015)

The following are meetings Executive Director Kathy B. Enger held or attended throughout the state, Fiscal year 2015:

July 7: MSUM, met with both summer interns, Katelyn Ostby and Kimberly Henze.

July 8: St. Cloud, Annual MLA/ITEM Legislative Forum

July 9: Moorhead, meeting with Glenn Heinecke to conduct research on the skills media specialists impart to students.

July 10: Moorhead, met with Glenn Heinecke to conduct research.

July 14 & 15: Perham, Heart of Lakes Elementary. Summer intern, Katelyn Ostby worked with school to establish ELM connection and perform other duties needed, including the Destiny catalog.

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July 16: MSUM, picked up books from Read Aloud committee. Katelyn at St. Joes.

July 17: Moorhead, meeting with Jennifer Hootman, Minitex. Katelyn at St. Joes.

July 18: Summer interns at MSUM.

July 22: Summer interns at Concordia, Moorhead

July 24 & 25: Moorhead, new computer installation.

July 29: Fargo, last meeting with summer intern, Kimberley Henze.

July 29-31: St. Paul, presentation at eLearning Summit of Train-the-Trainers, University of Northwestern. Purchased books at Red Balloon Bookstore for White Earth Brain Conference.

August 5 & 6: Summer intern, Katelyn Ostby, in Fisher to assist at school library.

August 6: Moorhead, meeting with Glenn Heinecke to conduct research.

August 8: Moorhead, intern Katelyn Ostby's last day, lunch meeting.

August 12 & 13: Moorhead, annual audit fieldwork with Luke Evenson, Eide Bailly.

August 14: Moorhead, meeting with Glenn Heinecke to conduct research.

August 15: St. Cloud, ITEM fall conference meeting.

August 16: Moorhead, NLLN Governing Board meeting.

August 18 & 19: Minneapolis, Upper Midwest Digital Collections conference.

August 21: Meeting with Glenn Heinecke at NLLN office to continue research.

August 25: Perham meeting with Lina Belar to plan presentation for AASLH conference.

August 26: Worked with Jill Kessler on 990 form.

September 3: MLA Legislative Committee meeting.

September 8-9: Bloomington, communicating with tact and professionalism workshop.

September 9: Golden Valley, Perpich Center for the Arts ITEM planning meeting.

September 16: Moorhead meeting with Charlie and Adell to plan Train-the-Trainers. Valerie Horton, Minitex visit.

September 17: Meeting with Terri Darco to discuss the Maamagin Achigaazo.

September 18: St. Paul American Association for State and Local History (AASLH) national conference.

September 19: St. Paul AASLH conference presentation with Lina Belar: *And then a Miracle Happened: Connecting Local History to National Initiatives*, an oral history on the beginning of the In Their Own Words Veterans Museum in Perham, Minnesota.

September 20: Alexandria, meeting with Glenn Heinecke to plan ITEM presentation.

September 22: Meeting with Jennifer Hootman, Minitex, conference call.

September 23: MSUM, meeting with Kevin Zepper to plan NLLN poster at Lake Region Writers Conference, October 4th.

September 24: St. Paul, Common Good Books, Lin Enger reading from *The High Divide*.

September 25-26: Iowa City, Prairie Lights Bookstore, Lin Enger reading from *The High Divide*.

October 2-3: St. Cloud, ITEM fall conference, two presentations: 1. *Twenty-three Things you don't know about Minnesota's Multitype Library Systems!* 2. *The Skills and Knowledge Students Acquire from Media Specialists: A Systematic Review*.

October 4: Fergus Falls, Professor/Poet Zepper, MSUM, presents NLLN poster at the Lake Region Writer's Network Conference.

October 15: Meeting with Liz Lynch and Jenna Kahly to plan how to get library cards to students in the region for access to eBooks on Overdrive at LARL.

October 18: NLLN Governing Board meeting.

October 20: St. Paul, Library and Service Delivery Consultant Group meeting Minnesota Department of Education.

October 29: Moorhead, meeting with David Wahlberg, public relations consultant.

November 4: MSUM Library, picture for “For the Love of Libraries” article for The Forum.

November 8: Park Rapids, Train-the-Trainers training at the Park Rapids High School. Lin Enger reading of *The High Divide* at Beagle Books.

November 11: MSUM, meeting with Pat Mahoney and Wayne Ingersoll.

November 12: Red Raven, Zepper reading.

November 13: Denise Lajimodiere reading at MSUM Library.

November 14: Fergus Falls, Lake Region Service Cooperative regional symposium discussing collaboration.

November 17: St. Paul, Library governance meeting, Library and Service Delivery Consultation Group, Minnesota Department of Education.

November 24: Meeting with auditor, Luke Evenson; Google Hangout with Train-the-Trainers to plan February 7, 2015, training at Century School in Park Rapids.

Week of December 8: Meetings with White Earth to discuss cataloging equipment and furniture for the Maamagin Achigaazo.

December 13: MSUM, NLLN Governing Board meeting.

December 22: Moorhead, Meeting with Glenn Heineke to continue working on media specialist research.

January 6: MSUM catering to plan February 21 ***Library Luncheon with Legislators***.

January 12: St. Paul, Kay Sexton Award committee meeting at the Friends of the St. Paul Library, St. Paul Public Library; MDE meeting.

January 20: White Earth at Townsite to pick-up furniture donated from MSUM to the Maamigin Achigaazo for a community library at White Earth. MSUM furniture moved to White Earth.

January 21: Minneapolis, Minitex lunch meeting with Valerie Horton, director.

January 22: St. Paul, Minnesota Department of Education, multi-type directors meeting.

January 23: St. Paul, Multi-type directors quarterly meeting, Metronet.

January 29: Fargo, Sons of Norway, first planning meeting of the River Cities Literary Arts Center of Fargo Moorhead.

January 30: Moorhead, meeting with Moorhead Public Library librarian, Megan Krueger to determine if the library can use what is remaining of the donated library furniture from MSUM.

February 2: Fergus Falls, books donated from St. Joes Library, Moorhead, dropped off at Viking Library System in Fergus Falls for delivery to the Browns Valley School Library.

February 3: Minneapolis, signed copies of Vinz books of poems, *Long Distance*, given to Minitex for distribution.

February 5: Moorhead, NLLN office move from 104 Townsite, to the Faculty Development Department of the Livingston Lord Library at Minnesota State University Moorhead.

February 12: Fargo, second planning meeting of the River Cities Literary Arts Center of Fargo Moorhead.

February 21: MSUM, Governing Board meeting and ***Library Luncheon with Legislators***.

B. Objective: Support library advocacy activities.

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The following seven 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 information needs of the people they serve through the use of physical space, technology, and skilled staff. Develop talking points and library stories that can be shared between and among libraries.

State Aid Expenditures: \$0.00

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

Output: Civic engagement activities in regional libraries.

Second annual *Library Luncheon with Legislators* held in Room 101 at MSUM on February 21, 2015, 11:30 a.m. – 1 p.m. Librarians from the region briefly describe their work to legislators in order to prepare them for Minnesota Library Legislative Day in March, 2015. 34 invitations went to legislators in the region and 28 invitations to librarians. 11 librarians speaking: Duane Arnold, Moorhead Public Schools; Hannah Budkland, Leech Lake Tribal College Library; Gloria Collyard, Red Lake Middle School; Terri Darco, White Earth Early Childhood Development; Gina Drellack, Bagley Public Schools; Kristi Hanson, Northwest Regional Library; Liz Lynch, Lake Agassiz Regional Library; Laura Probst, Concordia College Carl B. Ylvisaker Library; Larry Schwartz, Minnesota State University Moorhead; Peg Werner, Viking Library System; Perry Werner, Minnesota State Community and Technical College and 3 legislators are speaking: Senator Kent Eken, Representative Ben Lien, Representative Bud Nornes. 28 people altogether in attendance.

Sent appreciation notes at the beginning of the legislative session to all legislators in the region from board president, Wayne Ingersoll and Kathy Enger.

Impact: Healthy rural communities.

- 2. Develop activities that bring all libraries together.** Provide ongoing internships for graduates and undergraduates interested in careers in Library and Information Science and undergraduates interested in careers in Advertising, Communication, Film, Graphic Design, Journalism, or Media through the learning opportunities engaged in by NLLN. Conduct research on the value of libraries.

State Aid Expenditures: \$4,500.00; \$2,707.72 expended.

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

Output: Four interns working with NLLN throughout fiscal year 2015: Two LIS interns and two public relations interns. The *Directory of Historical and Cultural Organizations* and the *Directory of Regional Art and Artists* were completed and on NLLN's website (nlln.org); social media was maintained, and press releases and media advisories will be issued. Librarians and paraprofessionals in the region were assisted in their libraries and trained in the use of the ELM

databases at Heart of Lakes Elementary School in Perham, St. Joseph's School in Moorhead, and Fisher Schools. The Norwegian collection donated to NLLN by Dr. Susan Ellingson in memory of her father, Warren Pierson, found a home at the Norwegian-American Genealogical Association in St. Paul, the Norwegian-American Historical Association at St. Olaf College in Northfield, and the Department of Scandinavian Studies at Concordia College, Moorhead. An Ojibwe bibliography of books was created and is on the NLLN website.

Jordan Schroeer, a student in his senior year was hired as a Communication Specialist Intern to work ten weeks, Fall 2014. Jordan is expected to complete his Bachelor of Science in Mass Communications with an emphasis in Broadcast Journalism May, 2015, from MSUM, 4.0 GPA. Jordan completed a Communications Internship at the United States Senate Office of Senator Al Franken, Washington, D.C. Jordan came to NLLN with experience in writing and monitoring news stories and created NLLN's first Facebook page, wrote press releases, and promoted NLLN. Media advisories have been written and submitted to newspapers and media outlets. Jordan completed the *Directory of Legislators in the NLLN Region* that is hosted via Omeka on the NLLN website (nlln.org).

Katelyn Ostby is working as an intern with NLLN from January 2015 through June 2015, and applying to graduate schools of Library and Information Science. She is assuming duties of the Communication Specialist, along with completing the data collection for comparing reading scores with schools that have media specialists in the region. Katelyn may also assist Campbell-Tintah Schools as they automate their card catalog to Destiny. Katelyn completed her undergraduate degree in English, with honors, from NDSU, December 2014.

Impact: The ability for libraries of all types in the region to communicate freely with each other and to collaborate on projects that enhance services of libraries in the region will result in broader representation of NLLN members throughout the network in place at NLLN.

See Appendix Internships.

- 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. Create a *Directory of Historical and Cultural Organizations and Museums* in the region that will be used to bring the organizations together. The directory includes valuable and meaningful local documents of interest, such as historical newspapers and newspaper indexes, census records, death and marriage records and indexes, war records, school census records, photographs, plat books, aerial photos, etc.

State Aid Expenditures: \$0.00

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

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Output: Historical and Cultural Organizations and Museums in the region become members of NLLN and receive the benefits of membership. A *Directory of Cultural and Historical Organizations and Museums* was completed. Kathy presented with Lina Belar at the American Association for State and Local History at the national meeting in Minneapolis September 17-20, 2014.

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.

See Appendix Historical and Cultural Organizations and Museums.

- 4. Conduct research of the skills media specialists impart to students through a comprehensive review and analysis of the literature, interviews of library media personnel in the region, and a correlation between high test scores and schools with media specialists 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: 10 interviews; two publications; two presentations and reassignment of librarians from classrooms back to library media centers. Intern Katelyn Ostby, is completing data collection for comparing reading scores to schools with media specialists. Presented preliminary findings of the 'skills and knowledge students acquire from media specialists' along with Glenn Heinecke at the ITEM 2014 fall conference.

Kathy conducted qualitative, grounded theory research to determine what multitype library systems do. *The Function, Responsibilities, and Duties of Multicounty, Multitype Library Systems in Minnesota* research is completed and currently in use by the multi-type systems in Minnesota as an infographic to ask for increased funding from the legislature.

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

See Appendix Research.

- 5. Participate in the library advocacy activities** of the Minnesota Library Association.

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. Kathy attended the MLA/ITEM annual legislative forum in St. Cloud on July 8th and attends ongoing MLA Legislative committee meetings.

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

See Appendix Library Advocacy Activities

C. **Objective:** Stay current on library developments.

6. Maintain memberships in library organizations, subscribe to library publications.

State Aid Expenditures: \$1,000.00; \$733.33 expended.

Output: Memberships and subscriptions to professional library organizations and publications.

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

7. Continuing education for NLLN Executive Director.

State Aid Expenditures: \$500.00 budgeted; \$249.00 expended

Output: Participation in continuing education activities for NLLN executive director. Kathy is attending the Upper Midwest Digital Collection Conference on August 18 and 19 in Minneapolis and a CareerTrack Seminar named, *How to Communicate with Tact and Professionalism* in Bloomington September 8 and 9.

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

State Aid Expenditures for Goal II: \$14,000.00 budgeted; \$5,430.24 expended.

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

- A. 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, 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 and professional engagement and support is provided for individual library professionals in the region who devote their time and service to the ongoing work of the profession above and beyond their daily job with the goal of bringing professional library expertise into the 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 and disseminated through published reports, blogs, and website postings when scholarship recipients return from continuing education activities.

State Aid Expenditures: \$15,000.00 budgeted; \$10,422.62 committed; \$5,490.85 expended.

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

Output: Library staff attendance at local, regional, national, and international conferences generates new ideas and best library practices among colleagues and library constituents. 18 scholarships are committed for attendance at MLA and ITEM conferences; the Association of Rural and Small Library meeting; online courses, including *Explore the World* and *Teaching with Technology*; Lifetime Arts: Library Training; MnPALs User Group Meeting; TIES 2014; Spotlight on Books.

NLLN sponsored many activities at the ITEM 2014 fall conference, *Made in Minnesota: Information & Technology Educators of Minnesota*, October 2-4: Thursday night QR code social where participants submit a URL and received a wristband with the code and title, then participants used their mobile devices to scan the codes worn by other participants so they could talk about their code's content -- 30 people attended; books written and signed by the 15 authors at the conference sold at the silent auction for \$120; two presentations 1. *Twenty-three*

Things you don't know about Minnesota's Multitype Library Systems! 2. The Skills and Knowledge Students Acquire from Media Specialists: A Systematic Review; NLLN sponsored the conference evaluation.

Impact: Enhanced library services throughout the NLLN region and access to the broad spectrum of information and knowledge resources available.

See Appendix.

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

State Aid Expenditures: \$700.00; \$456.48 expended.

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

All other revenue expenditures: \$121,00.000 IMLS grant.

Other in-kind support: \$5,000.00, reserves.

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. White Earth Early Childhood Development is building Little Free Libraries for communities throughout White Earth. A picnic displaying the Little Free Libraries took place on September 23rd at the White Earth Reservation Tribal Council Building Common Area in White Earth, Minnesota. Kathy gave White Earth a basket of children's books from her own funds for the *Brain Conference* held August 13 and 14 at White Earth. NLLN purchased an iPad for White Earth for the Christmas Gift Drive to be used as a drawing prize. The online catalog is reactivated and White Earth is in the process of acquiring materials and books described in the \$121,000 IMLS grant. White Earth moved the donated MSUM library furniture from Townsite in Moorhead to White Earth in January, 2015.

Impact: A new community library at White Earth and access to other literacy rich materials for people in the region, including books and access to electronic resources; increased use of information sources among the local population. Children at the 17 early childhood centers throughout the White Earth reservation will be prepared to begin school and people of all ages will have access to reading material. As a result, literacy rates should improve.

See Appendix.

- 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

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

NLLN sponsored “Beads on One String” at four Bemidji Schools:

Northern Elementary- Tuesday, Dec. 2

Time: 8:15 a.m. and 9:15 a.m.

Horace May Elementary- Wednesday, Dec. 3

Time: 9:15 a.m. and 10:15 a.m.

Lincoln Elementary- Thursday, Dec. 4

Time: 9:15 a.m. and 12:15 p.m.

Central Elementary- Friday, Dec.5

Time: 9:15 a.m.

MSUM Poet/Professor, Kevin Zepper presented an NLLN poster at the annual Lake Region Writer’s Network conference on October 4th in Fergus Falls.

An article, “For the Love of Libraries” was in the November 10, 2014, Fargo Forum, with a picture of Poet Kevin Zepper, Printmaker, Patrick Vincent, and NLLN Executive Director, Kathy Enger discussing the broadside, “Used Poetry” by Zepper.

<http://www.inforum.com/content/msum-broadside-series-helps-support-literacy-programs>

From the article: “Zepper, poet and professor of English at Minnesota State University Moorhead, teamed up with fellow MSUM professor and printmaker Patrick Vincent to create a broadside from Zepper’s poem to benefit the Northern Lights Library Network, an organization that coordinates services and resources for libraries in 23 counties throughout north-central, northwest and west-central Minnesota ... ‘By right of existing, libraries are literacy centers,’ says the network’s director, Kathy Enger. ‘And whatever we can do to support them, we’re on board.’ The broadside is the first in a series of three, Enger says, with the following two to feature poems by two former MSUM professors Mark Vinz and Ken Bennett. The sales will fund scholarships for the professional development of librarians and media specialists in libraries throughout their service area. The series works in tandem with some of NLLN’s broader literacy development goals, taking a directive from their main funders, the Minnesota Department of Education. Another initiative sponsored by the group, Poets Across Minnesota, puts poets in classrooms to encourage students to write and read poetry as a way to develop language skills. But Enger says the organization isn’t just focused on students. ‘We support literacy at all levels, from young to old,’ Enger says. ‘Literacy doesn’t just encompass learning to read. It involves other levels of language, like the reading of poetry and reading it aloud.’

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

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

write, and speak poetry through libraries. Literacy promotes democracy and dignifies, and libraries are at the core of it.

35 broadsides each of poets in the NLLN region, Belar, Bennett, 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.

See Appendix.

4. **Technology training** for librarians in the region to assist them in keeping up with rapidly changing technology. Following the pilot test of the Train-the-Trainers program throughout academic year 2013/2014 with seven trainers and 11 trainees, it was determined that five areas of training needed to be 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.

Design: The 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.

Trainers and partners were added to the program Fall, 2014, with the following trainers and partners for Fiscal Year 2015:

Mentor	<u>Adell Bridgeford</u>
Co-chair	
Partner	Rita Berry
Partner	Chris Chastek
Partner	Walker Schools
Mentor	<u>Gloria Collyard</u>
Partner	Kathy Kensinger
Partner	Lynette Schwager
Mentor	<u>Laurie Conzemius</u>
Partner	Dory Zothman
Partner	Sherill Miller
Partner	Sharon Gunkel
Partner	Shelley Peterson
Mentor	<u>Gina Drellack</u>
Partner	Elsie Ballard
Mentor	<u>Kathy Enger</u>

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Partner Cathy Bjorkland
 Partner Terri Darco
 Mentor **Glenn Heinecke**
 Partner Susan Leiberger
 Mentor **Alice Hofstad**
 Partner Christina Sander
 Partner Beth Strum
 Partner Bridget Sather
 Mentor **Charlie Lindberg**
 Co-chair
 Partner Becky Lehrke
 Partner Tina Turn
 Partner Peggy Pearson
 Partner Linda Laudal
 Mentor **Jayne Rivard**
 Mentor **Dana Woods**

State Aid Expenditures: \$3,000.00 budgeted; \$984.24 expended.

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. NLLN's Train-the-Trainers held an apps. training at Park Rapids High School on November 8 that was attended by eight trainers. An apps. workshop was planned at Century School in Park Rapids for February 7th, supported by NLLN's trainers and available to librarians from all types of libraries from the region. The February 7 training was canceled, due to lack of interest. NLLN is working with Campbell-Tintah Schools to move their paper card catalog to the Destiny online system. \$1,000 is committed to the transition, along with the opportunity for NLLN's intern, Katelyn Ostby to assist in the transition one day a week. A core group of librarians from the Train-the-Trainers team is visiting the Laporte School Library to assist with reorganizing the library. It may be possible to secure an architect from North Dakota State University to assist with the reorganization. Furniture remaining from MSUM/White Earth may possibly go to Laporte. The largest gift remaining is metal shelving.

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

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

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. The 27th Annual *Spotlight on Books* Conference will

be held at Chase on the Lake in Walker, Minnesota on April 10 and 11, 2015. Featured authors signed up for Saturday:

Avi <http://www.avi-writer.com/about/about01.html>

Helen Frost <http://www.helenfrost.net/section.php?section=bio>

Jennifer A. Bell <http://www.jenniferabell.com/about/>

Lisa Von Drasek, curator of the Children's Literature Research Collections at the University of Minnesota, which includes the Kerlan Collection, is slated to present the Friday afternoon workshop

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 will encourage schools, teachers, and students to register for LARL and NWRL library cards to access the eBook services provided to them through their public library. NLLN is sending emails to school librarians to tell them about the initiative and remind them to connect students to public libraries to get their library cards. An email from Gina Drellack, media specialist in Bagley in response to the emails from NLLN:

“ Good morning! I was so excited to read this timely email--I would love to share with you what is going on in Bagley, beginning on Monday! As the school district Media Specialist, I'm teaching our students how to access our starter set of eBooks. At the same time, I'm showing them how to access the public library's digital content as well. I called Karen at the Bagley Public Library with this idea, and she and I are collaborating to get information and library cards to students. I start with 7th grade on Monday, 9th and 10th grades on Tuesday, and 8th grade on Wednesday. 11th and 12th grades will each be the following consecutive Wednesdays, so by Thanksgiving every student in our secondary school will have been able to participate in a hands-on, BYOD workshop in which they explore both the school's and the LARL eBooks! Woo-hoo! We are so excited we can barely stay inside our own skin!! Further, I am working together with Karen to get more public library cards into the hands of our community's young adults. At the same time I show them what digital content is available and how to access it, I will hand every student a library card application. I will then collect them, individually verify their physical addresses, get the applications to Karen, pick the cards up when they are processed, and distribute them to the students at school. If even one young adult finds this helpful and would otherwise likely not have gone to the public library to make this happen for themselves, then it's a win! This will be extended to include teachers as well. I currently am on the schedule to share this with our elementary staff, and am working on being added to a staff meeting schedule at the high school. Again, I just wanted to share with you the complete excitement Karen and I have for our project! Feel free to share this model far and wide if you feel it will be beneficial. If anyone is interested in contacting me after Thanksgiving, I should by then have a good picture of what was successful and what I could have improved, and I would be very happy to speak and/or write about it if that would be helpful! Take care! Thank you NLLN for working with LARL to increase their digital content!! Gina”

State Aid Expenditures: \$10,000.00 budgeted; \$10,000 expended.

System in-kind staff support: \$0.00

Output: The Lake Agassiz Digital Library and NWRL Overdrive School Initiative: Along with Northern Lights Library Network (NLLN), LARL and NWRL will purchase eBooks and eAudiobooks concentrated on literature for middle and high school students.

Impact: eBook and eAudiobook access for students, enhancing efforts schools are making to provide content rich materials to students through their iPads or tablets.

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See Appendix.

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

Support special programming as needs and resources arise.

State Aid Expenditures: \$6,323.53; \$1,556.38 expended.

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.

C. 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. Seven study carrels from the MSUM Library renovation were delivered to the Red Lake Middle School August 12, 2012. One will be delivered to Lowell Elementary School in Brainerd. NLLN's *Life Achievement Award* given to Barbara "Babs" Larson, Warroad Librarian, who retires April 2015, after 35 years of service.

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 I: \$35,023.53; \$13,478.68 expended.

GOAL IV: DEVELOPMENT OF A BIBLIOGRAPHIC DATABASE

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

State Aid Expenditures: \$500.00

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.

B. 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, 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; \$481.50 expended

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

Output: Cataloging of 1,600 records

Impact: Patron access to online catalog materials

- C. **Objective:** Support existing catalogs throughout the region. The Lake Agassiz Regional Library (LARL) and Northwest Regional Library (NWRL) have a long history of working together to provide the best possible service to the residents of northwestern Minnesota. This partnership includes a shared automation system, which provides library customers access to over 444,000 items in 31 communities.

As consolidated library systems, both LARL and NWRL have like-minded objectives and similar infrastructures that foster collaboration; together, the systems can maximize the effectiveness of various resources.

Over the last 4 years, Lake Agassiz Regional Library and Northwest Regional Library have seen significant decreases in state funding (Regional Library Basic System Support). Rural areas have seen this decrease year after year. Lake Agassiz Regional Library and Northwest Regional Library continue to look for creative and innovative ways to cut operating costs and ensure financial security for years to come, all the while maintaining the best possible library service. LARL and NWRL have shared the III, Millennium Automation system since 2004. The subscription fee for this system is currently over \$70,000 annually, and is projected to increase to over \$90,000 in the next five years. In October of 2015, LARL and NWRL will migrate to a new open source system called Evergreen, which will save the two regional library systems over \$100,000 over the next five years. While the open source nature of the product infers no cost for the product, LARL and NWRL will still need to provide budgeted operating costs for support. The annual cost for Evergreen support is approximately \$50,000 less than costs associated with III, Millennium, which is well within the means of the two regional library systems.

LARL currently has the staffing expertise to implement and run the new system. As was done in the past, NWRL will contract with LARL to participate in the project. Evergreen will allow an ease of functionality for both staff use and customer use. More and more libraries across the United States are moving toward Evergreen and the open source environment. For LARL and NWRL, making this move will be a step in the right direction, both financially and operationally. LARL and NWRL are seeking financial assistance to get the project up and running. By assisting with this project, NLLN would be promoting the sharing of resources between library systems and assisting in the development of a bibliographic database. As RLBSS continues to dwindle and Signatories struggle to fulfill operational funding requests, assistance for this project from NLLN will allow LARL and NWRL to proceed without depleting reserves.

State Aid Expenditures: \$0.00

Other in-kind support: \$25,000.00, reserve funds from NLLN

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Output: New online catalog with the Evergreen system for LARL and NWRL

Impact: Patron access to online catalog materials.

D. **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 2015 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: \$1,100.00; \$481.50 expended.

GOAL V: COMMUNICATIONS SYSTEM AMONG ALL COOPERATING LIBRARIES

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

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

State Aid Expenditures: \$4700.00; \$737.04 expended.

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

Output: Press releases, radio interviews, television stories, ads, Northern Lights Library Network brochure and its ongoing distribution, distribution of annual report. A local broadcast of a Prairie Home Companion was supported by NLLN during the broadcast at 5 p.m., Saturday, November 8, 2014, covering MPR stations throughout the NLLN region, "Local broadcast of A Prairie Home Companion is supported by Northern Lights Library Network, a cooperative of academic, public, school, and special libraries in North, West, and Central Minnesota counties. Creating, developing, and sustaining resources that enrich Minnesota lives."

An article, "For the Love of Libraries" was in the November 10, 2014, Fargo Forum, with a picture of Poet Kevin Zepper, Printmaker, Patrick Vincent, and NLLN Executive Director, Kathy Enger discussing the broadside, "Used Poetry" by Zepper.

<http://www.inforum.com/content/msum-broadside-series-helps-support-literacy-programs>

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

See Appendix Media Advisories

- B. **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; \$3,116.77 expended.

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

Output: Communication between NLLN members.

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

State Aid Expenditures for Goal V: \$8,350.00; \$3,853.81 expended.

Total State Aid Expenditures for Goals I-V: \$63,473.53; \$23,244.23 total expended.

Appendix Internships

Report from Kimberley Henze, Summer 2014 Internship

My summer working as an intern with the Northern Lights Library Network has been wonderfully productive and educational. My experiences here will be invaluable as I continue to graduate school at the University of North Carolina – Chapel Hill this fall to pursue master's degrees in Art History and Library Science.

I've worked on several projects over the summer, that are outlined below.

Norwegian Book Collection

NLLN had a collection of Norwegian culture and language books from the Ellingson family, cultivated by Dr. R. Warren Pierson and given to us by his daughter Dr. Susan Ellingson, Professor of Education at Concordia College in Moorhead. As a first task upon arriving at NLLN, I categorized and catalogued this collection for the purpose of finding new homes for the books. I inventoried 76 titles with dates ranging from 1877 to 2001 and catalogued their bibliographic information, with extra descriptions and notes where necessary. I then sent this to appropriate institutions which have a vested interest in Norwegian culture and where the books could find both use and preservation.

The collection was distributed between the Department of Scandinavian Studies at Concordia College in Moorhead, the Norwegian-American Genealogical Association in St. Paul, and the Norwegian-American Historical Association at St. Olaf College in Northfield. With a short biography composed by Dr. Ellingson and her mother, we sent out the books to each institution, thanking them for offering a place where the items will be used to advance understanding and appreciation of the Norwegian and Norwegian-American past and present.

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Regional Art and Artists Database

Another project I undertook was the creation of an inventory-database of regional art and artists in the Northern Lights area. The explicit goal of the site was to create a comprehensive inventory of art and artists hailing from, exhibiting in, or taking subject matter from the NLLN region. I was purposefully inclusive when deciding what “kinds” of art to incorporate into the site because I hoped to maximize the geographic array of available art. Through the site we hope to encourage awareness, visitation, patronage, and appreciation of local art communities.

The final site (nllnart.omeka.net) has 201 works included, from outdoor sculpture to watercolor paintings to birchbark creations. I’ve also organized a couple collections from the included works: one for Ojibwe art and artists, another for women artists. Visitors to the site can browse these collections specifically as well as using the advanced search or tag search options outlined on the site’s About page.

By using Omeka as a host site, I was able to incorporate Dublin Core metadata for each item, which includes fifteen standard data fields approved by the OCLC/NCSA Metadata Workshop in 1995. Dublin Core standards are used in professional librarianship, computer science, text encoding, museums, and others fields of scholarship and practice, so using this system lends reputability and professionalism to our NLLN database.

Comprehensive Ojibwe Bibliography

Another project I worked on during my time with NLLN was an Ojibwe bibliography which could function as a resource for building the Maamagin Achigaazo “Gathering Place” Library on the White Earth Indian Reservation. Some goals associated with the Maamagin Achigaazo project include storytelling, passing on Ojibwe ways through library programming, and building an inventory of books and reading materials across the age spectrum. While the bibliography I crafted was most directly an answer to the last-listed goal, it will also assist the library’s efforts at storytelling and passing on Ojibwe ways through its function as a literary and cultural reference.

This bibliography is comprised of 301 titles, including works of fiction, nonfiction, poetry, and drama for children, young adults, and adults. Titles include books by Ojibwe/Anishinaabe authors; books on Ojibwe/Anishinaabe history, culture, folklore, and language; as well as early-reader books and series for children on subjects of regional natural interest, such as bald eagles, frogs, bears, rivers, and insects. I’ve also included some prominent Native American authors who are not Ojibwe or Anishinaabe, with the intention of incorporating works of Native American fiction and nonfiction that may resonate across tribal lines.

Academic Librarianship Informational Interviews

Facilitated by Kathy Enger, Katelyn Ostby and I have been able to set up and attend information meetings and interviews with area librarians at both Minnesota State University-Moorhead and Concordia College. These sessions have proved incredibly helpful in firming up my resolve to pursue academic librarianship and expose me to some of the inner perspectives of the career.

Children’s Book

Finally, I’ve also had time to formulate ideas about my own children’s book. My exposure to cultural and historic items via the Norwegian collection, local art and artists via the Omeka site, and Native American literature via the bibliography have had lasting effects on how I want to build my book and the types of subject matter I want to include. I understand more than ever the power and importance of localized and regional creative works, and I hope to craft a children’s book that is at once particular to the place where I grew up (northern Minnesota/North Dakota) and universal (through relatable motifs).

I am exceedingly grateful for my time with the Northern Lights Library Network. I've learned so much about working with outside library institutions (Concordia, NAHA, and NAGA), about the large efforts necessary behind establishing new library systems (through reading grants and proposals for the Maamagin Achigaazo project and the history of the White Earth reservation), and the importance/difficulty of cultivating resources not yet available to local patrons (through the art and artist database).

Report from Katelyn Ostby, Summer 2014 Internship

Through my time as an Intern at Northern Lights Library Network, I have been able to absorb educational one-on-one experience in the library profession. Through those experiences, I was able to learn and understand the ELM database system through the staff at Minitex in Anderson Library at the University of Minnesota Minneapolis. I then was able to implement that information to the Heart of Lakes Elementary School, where I placed the ELM Personalized link into their online library website. Another experience I was able to have through this internship included my ability to job shadow at both Concordia College and Minnesota State University Moorhead, as a way to visualize their day-to-day job requirements. As well, I was also given the opportunity to help edit, organize and assemble NLLN's Directory of Historical and Cultural Organizations and Museums in North-central, Northwest, and West-central Minnesota. Through that job, I contacted these organizations and museums to receive the correct information that would go into their description within the directory. Then, after receiving all of this information, I made sure to categorize them alphabetically, as well as tag them through their specific exhibits, their access to genealogy help, their extensive collection of county records and archives, and any festivals or events that they hold at their property. Among having a printed version of this Directory, I also placed all of this information on a web page, which will be of access to the community through a link on NLLN's online website. The last experience that I have been able to have through my internship at Northern Lights Library Network is the ability to update their social media pages. This included adding status updates to Facebook, tweets on Twitter, and photos through Instagram. Overall, I have been able to have a successful experience through NLLN's internship. This job has been a wonderful opportunity for me to gain knowledge in librarianship and attain many helpful contacts for my future. I am greatly appreciative to Kathy Enger and the NLLN Governing Board for all of their help and guidance through this experience.

Katelyn Ostby
July 2014

Report from Jordan Schroeer, Communication Specialist, Fall 2014 Internship

- Designed, researched, and created an online directory of legislators in NLLN's 23 county region
- Revised current online directories of artists and historical societies to be more user friendly
- Added a list of genealogical collections historical societies hold to current historical society directory. Still in the process of finishing.
- Created media advisories for the following:
 - "Beads on One String" presentations in Bemidji elementary schools
 - Brought media attention from PBS station in the past

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- ITEM conference for media specialists in St. Cloud
- Little Free Libraries and an IMLS grant in White Earth
 - Produced stories in the Detroit Lakes and Park Rapids newspapers
- American Association for State and Local History oral history presentation
 - Produced a story in Detroit Lakes newspaper
- Initiated MPR sponsorship
- Produced list of all newspapers throughout Minnesota
- Prepared materials for *Library Luncheon with Legislators* (LLL) such as researching addresses, ensuring invitations were created on time, and reserving the room at MSUM
- Posted content to social media accounts including Facebook, Twitter, and Tumblr
 - Facebook likes – 63
 - Twitter followers – 90 (up from 60 in Sept.)
- Assisted executive director with research relating to multi-types

Norwegian Collection Donation and Distribution

Dear Dr. Susan Ellingson,

On behalf of the Northern Lights Library Network, thank you for your donation of Norwegian heritage, culture, and language books to the Minnesota community. Your father's collection will be invaluable to many Norwegian institutions around the state.

A comprehensive list of collection items is included below, outlining each title's destination. The three institutions happy to receive the works are Concordia College, the Norwegian-American Historical Association at St. Olaf College, and the Norwegian-American Genealogical Association in St. Paul.

We hope that through these institutions the collection accrued by your father will continue to delight, educate, and support students and scholars of Norwegian culture and language. His biography, composed by you and your mother, will be included with each collection, so that the receiving institutions will be certain to know of their provenance.

Concordia College

- Sions Harpe No. 1-11, Melodier*
- Norsk Folkemusikk*
- Telemark to America, Volume 1: Emigration*
- Frydetoner, Sange fra Ungdommens Ven*
- Mystery of the Runestone*
- Three Landsverks: The Art of an Immigrant Family*
- Salmer og Sange for Skolen*
- Norsk Songbok*
- Yust for Fun: Norwegian-American Dialect Monologues*
- Nordmaendene I Amerika, deres Historie og Rekord, Volumes 1 & 2*
- Sangeren, Salmer og Sange*
- Toner fra Lovlangsdalen*
- Synnove Solbakken*
- Brand, et Dramatisk Digt*
- Fortaellinger og Skildringer*
- With Affection, Marten: A Swedish Immigrant's Letters About Struggles and Triumphs Homesteading on the Prairie*
- The Cotter's Son (Husmandsgutten)*

- Grass of the Earth: Immigrant Life in the Dakota Country*
- untitled illustrated children's book*
- Concordia College Program of Memorial Service for King Olav V of Norway*
- Femti Folketonar Fra Hardanger, Opus 150*
- Norwegian-American Historical Association, St. Olaf College**
- notebook of Reverend Hans A. Blegan*
- Norwegian-American Genealogical Association, St. Paul**
- Aldri Alene*
- Vink og Raad for Dem, Som Foler Trang Til at Vidne om sin Frelser*
- Raad og Vink i Menighedsarbeidet*
- Christelige Betragtninger*
- Bjornson's en Glad Gut*
- Telavag*
- The Norseman*
- Trondheim, the Great Little City of Norway*
- Blow, Silver Wind: A Story of Norwegian Immigration to America*
- Skifteregister for Holla Nedre Telemark*
- Salmebog (Biskop J. N. Skaar)*
- The Lutheran Hymnary*
- Sangbog for Sonner af Norge*
- Loefebog for Born*
- Konfirmert og Hvad Saa?: Nogen ord til Nykonfirmerte*
- Alt af Naade et alvorligt Ord til dem, Som Soger Frelse ved den Herre Jesus Kristus*
- Telesoga*
- Salmebog, udgiven as Synoden for den norsk-evang.-luth. kirke I Amerika*
- Landstads Salmebog*
- Kirkesalmebog (1898)*
- Kirkesalmebog (1906)*
- Kristus I Gethsemane*
- Religiose fortallinger, indeholdende Charaktertroek af det christelige Liv*
- Salmebog (1909)*
- Den Gyldne Bog: Med Medicinsk Kundskab*
- Fortaellinger af Norges Historie*
- Haandraekning for Nybegyndere I Religions, Undervisning*
- Ingen som Jesus*
- Sunde og syge Menneske*
- Soeder og Skikke i Bibelens Lande (Handbook of Bible Manners and Customs)*
- Det Nye Tempel*
- Den Store Strid i den kristne Tidsalder*
- Valborg*
- Bibelhistorie med beskrivelse af det hellige land for middelskolen*
- Norway 1955: Pictorial Calendar and Diary*
- How to Feel at Home in Norway*
- Den Lyse Nordhimmel*

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-Norsk Natur og Folkeliv (Boken om Norge)
 -Norge Gjennem Tiderne (Boken om Norge)
 -Sundhed og Velvaere
 -Geografi for Middelskolen
 -Andagtstunder: Betragtninger til huer Dag i Kirkeaaaret
 -Danish-Norwegian Bible
 -Scandinavia: Denmark, Finland, Iceland, Norway, Sweden (travel magazine)
 -News of Norway
 -Dagbladet, 01/31/1991
 -Mystery of the Runestones
 -Nordmaendene I Amerika, deres Historie og Rekord, Volumes 1 & 2
 Sincerely,
 Kathy B. Enger, Ph.D.
 Executive Director
 Northern Lights Library Network

Dr. R. Warren Pierson was delivered by a midwife in her home in York, ND. He grew up on the family farm and attended the one room school house on their family property before going off to a boarding house in the county seat of Minnewaukan, ND for high school. He valued learning, his family and his Norwegian heritage and was an avid reader and collector of books. He read as much as he could while working on the family farm and while attending Concordia College and then medical school. Over the years he moved often but his beloved books were always among the boxes packed and moved.

OJIBWE BIBLIOGRAPHY

Titles	Author
<i>"To Go About on the Earth": An Ethnohistory of the Minnesota Ojibwe, 1830-1900</i>	Rebecca Kugel
<i>A Childhood in Minnesota: Exploring the Lives of Ojibwe and Immigrant Families 1880-1920</i>	Linda LeGarde Grover
<i>A Concise Dictionary of Minnesota Ojibwe</i>	John Nichols and Earl Nyholm
<i>A Day at the Sugar Camp</i>	Jessica Diemer-Eaton
<i>A Dictionary of Ojibway Language</i>	Frederic Baraga
<i>A Dozen Cold Ones</i>	E. Donald Two-Rivers
<i>A Fish Tale: Or, The Little One That Got Away</i>	Leo Yerxa
<i>A is for Aboriginal</i>	Joseph MacLean and Brendan Heard
<i>A Little History of My Forest Life: An Indian-White Autobiography</i>	Eliza Morrison
<i>Absentee Indians (and Other Poems)</i>	Kimberly Blaeser
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<i>Centering Anishinaabeg Studies: Understanding the World</i>	Kiiwetinepinesiik Stark
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Appendix

Historical and Cultural Organizations and Museums

**AND THEN A MIRACLE HAPPENED:
Connecting Local History to National Initiatives
Oral History of the *In Their Own Words* Veterans Museum
Perham, Minnesota**

By Lina Belar

**American Association for State and Local History
Annual Meeting Presentation
Friday, September 19, 2014
2 p.m.**

For small museums, the key to success is collaboration and a willingness to study the experts. Learn how alliances with state, local, and national agencies made the exhibits of the In Their Own Words (ITOW) Veterans Museum possible and how that model could be utilized in other places with other content.

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- Lina Belar, founder and retired director of the Friends of the Museum – *In Their Own Words* Veteran’s Museum
- Kathy B. Enger, Executive Director of Northern Lights Library Network
- Syd MacLean, Vietnam War Veteran, Purple Heart Recipient, member Military Order of the Purple Heart, former VFW Commander

Background of the ITOW (In Their Own Words) Veteran’s Museum

The *In Their Own Words* (ITOW) Veteran’s Museum is located in Perham, Minnesota, a town of about 2500 people, 70 miles southeast of Fargo, North Dakota. The museum was designed to be entirely based on the oral histories of area veterans. As people walked through the museum they listened to excerpts of interviews with veterans and followed in their footsteps as they left home for the first time, their first six weeks, their preparation for battle, their experiences in war and finally, coming home. The stories are all from oral histories of local veterans who served on several fronts like Europe and the Pacific, and multiple eras from WWI and II through Korea, Vietnam, to the Middle East today.

The idea of the exhibits was to create a sense of motion, as though you were traveling with them and following their lives. To intensify that experience, the rest of the gallery was created to be free of distractions with photos and text panels that built on the oral histories. As a break in the intensity, two exhibit sections were devoted to the homefront. The first featured stories from the WWII era where a large percentage of the population was actively involved in the war effort. To demonstrate this, we used audio and visual files of local newspaper clippings pertaining to WWII, everything from home canning, to rationing of gas and tires, to the collection of aluminum and other metals for the war effort. The other homefront exhibit focused on the oral histories of people on both sides of the protest lines during the Vietnam era.

Most of the video excerpts in the exhibits are deliberately short, giving the viewer time to reflect on the material before moving to the next one. There are two exhibits that are in greater depth. One is a 20 minute excerpt of an interview with a survivor of the Bataan death march and the sinking of the Arisan Maru, a Japanese prison ship. The other was based on the reading of a diary from a soldier who had gone to France in 1918, describing the aftermath of WWI.

For even great immersion, it was possible to actually choose an identity to follow through the exhibits by picking up a computer card at the front desk that could be used in the independent computer kiosks situated throughout the exhibit gallery. Choices included a WWII veteran who had served in the Battle of the Bulge, a Vietnam Pilot who had been shot down over the Bay of Tonkin and a Chaplain who served in the Gulf War. At each kiosk, you listened to a different segment of their interview so that when you were finished you felt like you actually knew the person.

In addition to the exhibits, there was a short documentary in the lobby before beginning the tour through the exhibit section to give you a sense of what to expect and a longer documentary at the end that helped to wrap it up.

We understood that the story of a veteran, particularly one who has experienced war, is bound to be a moving, emotional experience. It can also be intensely personal. Just as Shakespeare took stories of ordinary men and women and made them unforgettable, so, I believe, did the exhibits of the ITOW Veterans Museum.

This is a good point for me to bring up what the conference organizers told us to remind people about. Because here is one of the “Takeaways” of this session.

10 million is a statistic.

10 people is a story.

10 minutes in one person's mind is a life-changing experience.

In other words, tell people some facts and they nod sagely while their eyes glaze over. Tell people a good story and they might be interested or amused. But take people deep into an intimate part of someone's life, and they could be changed forever. That is the power of oral history exhibits. And that was the power we sought to harness in creating the ITOW Veterans Museum.

History behind the History

Since 1998, I had been the director of the Friends of the History Museum of East Otter Tail County which managed a small museum in Perham. In 2001, several members of the VFW, along with Sherman Mandt, a World War II Veteran, approached me with a new idea. Sherman shared his thoughts, “We want a way to preserve our stories, but we don’t just want to see a bunch of guns and uniforms.” And with that heartfelt statement, the vision for a new museum was created. For some time, VFW and American Legion members had been visiting other communities to see what had been done to honor veterans. The country has a wealth of county and local museums, almost all of which have an area filled with uniforms, and sometimes guns, from people who served in the military. In Minnesota, the museum at Camp Ripley is the best example of a museum devoted to the military. It contains an outstanding collection of artifacts that are well displayed. It also features some oral histories in its exhibits.

Many communities also have memorials, outdoor places to reflect and remember the sacrifices of those who served. Most people are familiar with memorials, some of the best examples being in Washington, D.C.

Both memorials and museums serve as important ways to honor veterans. But I understood what Sherman meant. He wanted people to know him as a person, not only as a symbol. He wanted us to know his story because he wanted us to know what it cost him to live it.

At the time we began these conversations, oral histories were recognized as an important way to preserve certain kinds of history. As fate would have it, I began to meet a number of people who would eventually become the core group behind the exhibits of the ITOW Veterans Museum. One of those people was Kirk D. Van Dorn. He had recently established a business to record

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family histories and when we met he confessed that his great passion had always been to record the stories of veterans. Over the years, I have worked with and viewed the work of dozens of interviewers and it is clear that Kirk has a unique quality, perhaps it's empathy, that is only found in the best of them. At the time, I didn't know very much about collecting oral histories but fortunately, the Minnesota Historical Society was able to provide the guidance we needed to get started.

After several months of training and practice we began interviews. Sherman Mandt was the first. He was followed by a few other intrepid souls, and then, when it became obvious that what we were doing was neither frightening nor painful, the floodgates opened and we could barely keep up. At first, the VFW generously supplied money from their gambling funds to get started. And, as time went on, we applied for grants from the Minnesota Historical Society. The first one we received was titled, 'Women and War', and it allowed us to branch out and interview not only women who served but those who had worked in defense industries or in capacities on the homefront.

David Rector, a young videographer who had amazing skills as an editor, was another member of our interview team. Within a few years, we had collected more than 125 interviews and were ready to launch the next phase of the project, that of creating series of exhibits based on the interviews.

By 2004, discussions were increasingly focused on where to display them. The History Museum was a very small building. We discussed expanding it, if possible, but it was clear that many people in the community, especially veterans, wanted to see a separate museum. After much deliberation, the VFW decided that they would like to have their VFW building become a museum.

That's when Syd MacLean and I started talking in earnest. At the time, Syd was commander of the Perham VFW and as he can tell you, those were tough times for VFWs.

VFWs and Veterans Involvement in the ITOW Veterans Museum

The Perham VFW had decided to get out of the gaming business. Gambling revenues were suffering and expenses were skyrocketing and membership was dwindling. VFWs throughout the nation were facing similar problems but the one in Perham decided to do something unique. They decided that rather than sell the building to just anybody, they would turn it over to the Friends of the Museum as a place to create exhibits about veterans. A covenant would give them and other local veterans' organizations the right to meet there in perpetuity. So for little more than the assumption of the VFWs existing mortgage, the museum had a building.

Ownership of a building gave the Friends of the Museum the resources to leverage a loan from the bank. The City of Perham made a \$90,000 donation to the cause and everything was set to begin. We hired a marketing team to develop the brand for the museum and to lay out the public relation goals for the next several years. We also began working intensively with a team to develop a plan for the building and the exhibits.

And once again, we were fortunate to have talent in the area that was willing to take on the project. My son, Rama Calabria, had recently returned to the area and it was on his shoulders that fell the task of making these ideas work. A tech wizard, he came up with a technology plan that made the exhibits of ITOW look like the ones that I'd been studying in major museums, but at a fraction of the cost.

As for funding, our financial advisors had recommended hiring a consultant for this part and after interviewing several we hired an experienced fundraiser from nearby Detroit Lakes, Cyndi Anderson. One of the components of the fundraising plan was to seek state and federal funding for the project. At that time, one of the board members of the Friends of the Museum was a former state representative and his guidance was invaluable. Together with bi-partisan support from local representatives we submitted a request to the state for \$100,000. At the same time we asked U.S. Representative Collin Peterson to support a federal earmark for the project. The third component, fundraising from local donors, was led by Sherman Mandt, whose initial request had started this in motion. Unfortunately, Sherman became terminally ill with cancer and died before it could be finished. Fortunately, he had asked Kenny Nelson, owner of KLN Industries in Perham (makers Barrel O'Fun potato chips and Tuffy's dog food) to help with the fundraising and in that manner, the the ITOW Veterans Museum formed an unlikely alliance with a company who normally sponsored things like the Minnesota Twins or WeFest.

Minnesota Historical Society's Role in the Success of the Museums in Perham

I began my first museum almost by accident. I had been working with the Perham Area Public Library on plans for a new library building and one of the questions I kept getting asked was, 'what will happen to the old building?' Well one discussion led to another and eventually the East Otter Tail Historical Society asked me if I would put together a proposal for the City who owned the building, outlining a plan to turn it into a history museum. At the time I knew very little about museums except that I liked to go to them, but I did know how to write business plans so I put some words together and took them to the city and they said, "Yes". Then the Historical Society thought that since I'd been successful at that, perhaps I should stick around and actually develop those plans for the museum. Again, I didn't know how to create a museum but I did know how to manage projects, so I said, "Yes". And at that point I did one of the smartest things I've ever done. I went to the Minnesota Historical Society and said, "Help." And they said, "Yes".

In 1996, when I first became involved with the creation of the History Museum, the field representative for the Minnesota Historical Society was a man named David Nystuen. It was he who showed me how to 'tell the story'. A particular artifact may have a story to tell, but unless it is placed in context, it is just a thing. It may be a thing that some people feel nostalgic about. But in designing an exhibit for the general public you want to make sure that everyone will be able to understand the story.

David gave me two pieces of advice that affected everything I did from then on. First of all, he continually impressed upon me the importance of the stories behind the artifacts. A row of hats,

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he'd said, is of interest to a hat lover but the stories of the people who wore those hats is of interest to everyone. Imagine you're doing an exhibit of your fire department and you mention it's entirely run by volunteers. That's a fact. Okay, so one of those volunteers is a dentist, what happened to the dentist's patient when the fire bell rang. That's a story.

And here's the second important lesson that David Nystuen taught me. He continually advised me to study other museums and see what I could learn from them. I would do that, and then I'd come back and talk to him about what I'd seen. For example, one time I'd gone to see this maritime museum in North Carolina where they had stories of sailors and sailing ships, told through photographs and interpretive displays that were really exciting to see. I could see how exhibits like that might be adapted to tell our stories but the only problem was, they had several hundred thousand dollar budget. I had \$20,000 to spend on that first museum.

"Not a problem," he'd say. "The reason it costs places like that so much is that they probably have 40-50 designers on staff. You find local people with the skills you need and you'll be amazed at how inexpensively you can do it."

So, even though I'd had no formal training in designing museums, I spent many years studying some of the best and Dave's advice was always my guide. He, and all the staff of the Minnesota Historical Society, have always been unstinting in giving their time and expertise where it was needed whether it was for training or just advice on what to do for specific problems. And they were always a great role model that I was not afraid to follow.

Connecting Libraries with the Perham Museums

In 1998, the Friends of the History Museum of East Otter Tail County, began a multi-year collaboration with libraries, first at the regional level with Viking Library System and then with Northern Lights Library Network, a multi-type library system of northwest Minnesota. The History Museum was small. In order to expand its reach we wanted to digitize our important historic records and create online access to them for anyone in the world. Our was to provide access to local history to markets to and beyond the immediate geographic borders of East Otter Tail County as well as providing access to diverse age groups, particularly students. The connection with libraries made that possible.

In 1998, the year that the East Otter Tail History Museum opened, libraries in our region were in the process of automation projects to make their collections available on the internet, and a local telephone company had just provided internet access to local subscribers. Telecommunications councils were established. Our local one was NW Links. One of the goals of the councils was to figure out how to bring internet access to all schools equitably even though the direct costs of providing internet access to individual students varied greatly across the state. Collaborating with Viking Regional Library system we applied for a grant from LSTA, received it, submitted RFPs to likely providers across the country and settled down to work with Inetium in Minneapolis, who had already had a proven track record of hosting indexes to newspapers. We were excited about the opportunity to develop a truly unique search tool for the collections of museums and historical societies. In 2001, our website was launched, and while I have to admit that my own enthusiasm for the project far outstripped the media response, it was a start in the right direction. Since that time, hundreds of places across the country have found ways to make

their records available online. But I think we were one of the first small local museums to do what we did.

A Little History of Libraries

One hundred years ago, the small rural library of Perham, Minnesota consisted of a shelf in the city hall where each Wednesday afternoon, townsfolk who were so inclined, could gather to select a book they could borrow for the week. For the next fifty years, rural libraries like Perham worked hard to meet the growing needs of their patrons but many were understaffed, undertrained and underfunded.

The establishment of a Regional Library System changed all that. It took years to accomplish and many accommodations had to be made to make sure that everyone could be served. But in the end there was a framework established that assured that consistently high quality libraries could be maintained across the state.

In many respects the special libraries of rural historical societies and museums are in the same position as rural public libraries were 50 years ago. There aren't exact parallels, of course, rural museums didn't have an Andrew Carnegie to provide them with buildings. But what they have had is a strong State Historical Society and excellent National Museums to provide guidance and good examples.

How the Community of Perham Contributed to the Creation of the ITOW Veterans Museum.

To understand how a project like the ITOW Veterans Museum could happen in a small community like Perham, I'd like to tell you a little bit about the town. Like a lot of rural communities, Perham was founded because of the railroad. Josiah Perham, after whom the town was named, was a man who had a vision of building a railroad that would travel the northern states, connecting the west with the east. Although at first people said that was a good idea, later he was scoffed at for his dedication to his mission. In the end, he lost all his money and eventually his ownership in the railroad, trying to make it happen. But guess what? It did. And guess what? That route is now the busiest railroad route in the country. Even before the Bakken oil fields there were 50 trains a day. Now the rail traffic is phenomenal. The reason it happened is that it was a good idea in the first place. Good ideas do happen eventually, even if they take generations to germinate. History is filled with examples like that.

One of the things that I have always admired about the people of Perham, and in fact, most Minnesotans and most Americans, is their 'can do' attitude. It is reflected in the farmers, the industry, the schools, the hospitals, and the arts. In many ways, Minnesota is still a land of pioneers and those characteristics that make for successful pioneers dominate rural civic life: Self-reliance, independence, new ideas, and strong leaders who aren't afraid to take chances. So it shouldn't come as a surprise to find a non-profit history museum exhibiting some of the same characteristics.

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Keys to Success

I think the key to making ITOW happen was collaboration and a willingness to study the experts. Without the kind of expertise offered by the Minnesota Historical it would not have been possible. I also received a great deal of guidance and advice from National Museums, including the Newseum and the Women's Memorial at Arlington. And organizations like AASLH and IMLS provided a way to connect local history with national initiatives.

I believe that the success in creating the ITOW Veterans Museum was based on three things: a determined dedication to mission, a deliberate approach to marketing, and a successful fundraising campaign.

Number one is and should always be, a dedication to mission. Everyone has probably heard the phrase, mission creep. So how do you prevent it? Probably the easiest way is to have one stubborn, pig-headed person in charge. But that's not always the most pleasant. The best way is when you have a team of people who all agree on an end goal, each of whom has a specific role to play in getting there. Good analogies for that are military missions, or theatrical productions.

Number Two is a deliberate approach to marketing: What that means is that you have your marketing plans in place before you even have your product. My father, who was an engineer, hated it when the designers would give him a shape and he had to re-arrange the components to fit in it. But what he didn't realize, and I didn't either until much later, was that it wasn't the designers who had created the shape, it was the market analysts, who had determined that to sell the product to a particular demographic, it had to look and behave a certain way.

Okay, so that's the way RCA did it. But many of us are small organizations where the person in charge of marketing, design and engineering of the final plan are one and the same, or at least a small group of people. That's where it's important that everyone understand the mission.

Number Three is money. Available time, money and skill will all dictate, to some extent, the scope of the exhibit. Of these three, available skills will be the one most likely to shape the direction that the exhibit will take.

Throughout the development of the ITOW Veterans Museum I was able to work with teams of people whose skill and expertise made all the difference. For the design of the building we engaged the local architectural firm of Baker Hogan Houx. Tony Stoll, its owner, is a local boy who has a strong sense community. I had worked with him previously on the designs for the History Museum and that had turned out very well. By the time the veterans museum was in the planning stages, his firm had grown. He had several employees working for him and had acquired an excellent reputation for design of both private and public spaces.

The fact that we were going to utilize an existing building gave us some parameters to work with. But we also had a vision of what impression that building should convey. A museum, we thought, should give a sense of permanence, of security. And a veteran's museum, in particular, should convey a sense of respect. In the end, the ITOW design elements embodied all those. The entrance to the museum was designed to be high and square, with slit-like windows near the

top. Instead of straight, the lobby wall bowed out, creating a sense of space. From the very first, we wanted the impression to be a good one.

In my six years at the Museum, from 2006 to 2012, the most common reaction I heard from people the first time they stepped inside the ITOW Veterans Museum was "Wow!" And that's the way it should be.

Our grand opening in 2006 was attended by 300 people, including state and national representatives. And, as we'd promised, it was like nothing anyone had seen before. Based entirely on the oral histories of area veterans, it told their stories in a way that made them accessible to everyone, not just the people who knew them.

MN State Representative Dean Simpson was there. We'd interviewed his father, Reuben Simpson. I'd used an excerpt of his oral history in one of the displays. Later Dean said to me, "I've known my father all my life, but I never knew that part of him."

Another visitor confided that her father had died without ever talking of his experiences. "But now," she said, "I know what he went through."

In conclusion: Here's another takeaway from this session: Design your exhibits using oral histories so that when your visitors leave they say, "Now, I understand."

Appendix Research

Skills and Knowledge Students Acquire from Media Specialists: An Ecological systems Theory Model

STUDENT

Information Literacy
Technology
Library & Information Science
Copyright

MEDIA SPECIALIST

Competencies
Requirements
Licensing

TEACHER

Interdisciplinary Learning
Project-based Learning
Integrating Technology into the curriculum

EDUCATION

Critical Thinking
Love of Reading
Cultural Diversity

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Cyber-bullying
Intellectual Freedom
KNOWLEDGE
Creating New Knowledge
Sharing Knowledge
Personal Growth

The Function, Responsibilities, and Duties of Multicounty, Multitype Library Systems in Minnesota

The seven multicounty, multitype library systems in Minnesota function as intermediary between all types of libraries, ensuring that resources are shared and cooperation occurs among all library types, including academic libraries, public libraries, school libraries, and special libraries. Through library cooperation and resource sharing, Minnesotans receive the best library service possible, in the most efficient manner. Each multicounty, multitype system is as unique as the libraries they serve. The multicounty, multitype library systems in Minnesota are Arrowhead; Central Minnesota Library Exchange (CMLE); Metronet; Northern Lights Library Network (NLLN); Southwest Area Multicounty, Multitype Interlibrary Exchange (SAMMIE); Southeast Library System (SELS); Traverse de Sioux Library Cooperative (Tds). The multicounty, multitype systems are mandated by Minnesota Statute 134.351.

During 2014 and 2015, a qualitative grounded theory study of the responsibilities and function of the multicounty, multitype library systems in Minnesota was conducted by Northern Lights Library Network and reviewed by the multitype system directors. The study used as data fourteen quarterly reports from 2009 to 2014 submitted to Minitex recorded in the multitype system wiki. Each line from each report was coded, categorized, and analyzed for themes. It was determined from the reports that multicounty, multitype library systems in Minnesota perform the following duties:

BUILD AND SUSTAIN RELATIONSHIPS BETWEEN AND AMONG LIBRARIANS

Communicate between and among libraries through electronic communication systems and printed literature.

Visit local libraries and sustain relationships with librarians.

Discover and communicate needs at the grassroots level.

DEVELOP LIBRARIANS PROFESSIONALLY

Administer continuing education grants for library staff.

Teach librarians about new library resources.

Teach new technologies.

IMPROVE LOCAL LIBRARY COLLECTIONS

Support interlibrary loan services.

Support union catalogs

Find cost-effective eBook solutions.

SPONSOR AND SUPPORT FUNDING FOR LIBRARIES

Write and receive grants that support libraries.

Raise funds for libraries.

Share library resources.

CHAMPION FOR LIBRARIES

Meet with library stakeholders.
Meet with legislators on behalf of libraries.
Publicly promote libraries.

CREATE, DEVELOP, AND MAINTAIN PROGRAMS THAT ENRICH THE LIVES OF MINNESOTANS

Sponsor literacy initiatives through programs, conferences, and workshops.
Facilitate improved library services.

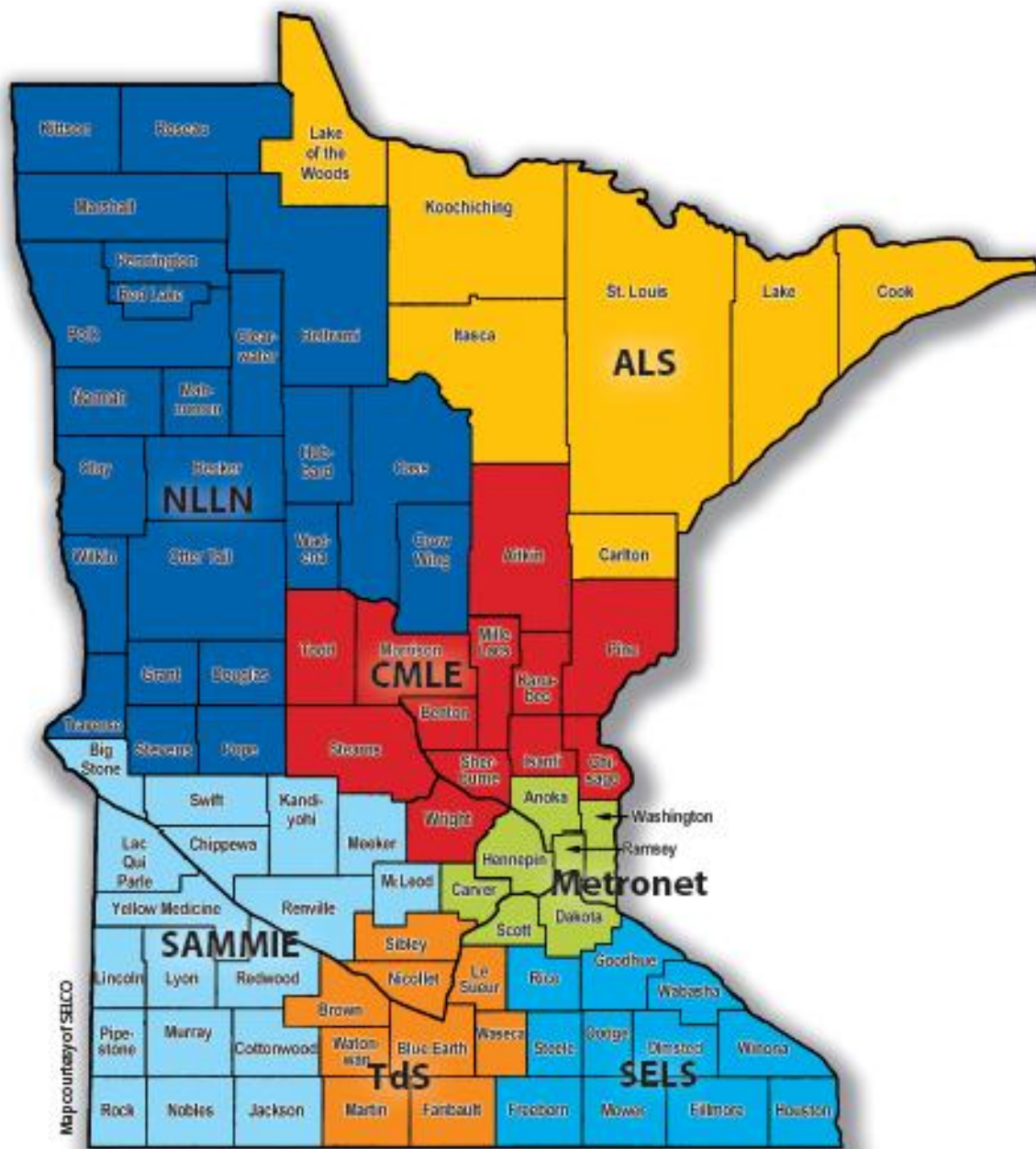
MOVE THE DISCIPLINE OF LIBRARY AND INFORMATION SCIENCE FORWARD

Provide leadership in library organizations and associations.
Present at conferences and publish articles in the library literature.
Collect and analyze library data.

LEAD AND ADMINISTER AGENCY

Manage human resources.
Design and implement strategic plans.

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Appendix

Library Advocacy Activities

From: CHARLIE LINDBERG <cnlindberg@gmail.com>

Date: Sun, Jul 27, 2014 at 2:35 PM
Subject: Re: Brief Update from NLLN

To: "McHenry, Kevin (MDE)" <kevin.mchenry@state.mn.us>

Assistant Commissioner McHenry,

As a board member of the NLLN multi-type system, of the NWRL system, the Hallock Library Board, and a retired media specialist, I congratulate you for clarifying the mandate of task force. In each of these areas of interest, I have worked to broaden access to materials and training for all Minnesota citizens, especially those in rural Minnesota. Due to this diversity of experience, I can see clearly how each entity mentioned above works through their different mandates to create the vision of literacy for all.

The collaboration between the NLLN and media specialists has been extremely powerful for me as I worked in one of the smallest and most isolated school districts in Minnesota. With assistance from Ruth Solie, the NLLN Director at the time, Chris McGovern (Waubun Ogema School District) and I joined NLLN-sponsored automation consortium formed by the public library systems. When that consortium dissolved, Ruth proposed to Chris and I that we participate in a pilot project to automate using the Follett Destiny System or a Winnebago system. We chose Follett and the Northstar Consortium was born and has grown far beyond our expectations, allowing small and large systems to participate at a reasonable cost with hosting and tech support provided by Region 1. Only the resources, mandate, and vision of a multi-type could have provided this opportunity through an E2 T2 grant.

The regional public library systems and school librarians benefit from the multi-type also with pilot programs, such as the NLLN's Train the Trainer program and subsidies they provide through scholarships to attend workshops, technology training, subsidies for book delivery and e-books.

Considering my long history, I remember when the Department of Education provided some of these services. Mary Dalbotten came to regional centers to offer ideas and assistance to media specialists. Our first computer training in NW Minnesota rural districts came from also from the DOE. With constant shake-ups in the Department, we lost all of this and soon the multi-types, MEMO, and Minitex moved to fill some of the gap. I hope that the task force looks for more methods of collaboration among the diverse entities and how they might be able to leverage each of their strengths.

These are a couple of ideas that NLLN is working on or is contemplating:

1. NLLN developed Train the Trainers, an individualized training in ELM, new technology, and apps for local school and public librarians
2. NLLN is providing funds to Viking Library System to subsidize book delivery within the region
3. NLLN is providing funds to NWRL and LARL for three years to subsidize the purchase of e-books
4. NLLN has gathered information for a Directory of Historical and Cultural Organizations and Museums and has opened a dialog with the Minnesota Historical Society to publish this information

What if some of these ideas were extended to all parts of the state? Could Minitex work on a group buy for e-books as they have for the magazine and reference materials? What about a collaboration between the Historical Society and local museums and cultural entities? Legacy funding has produced an app sponsored by Explore Minnesota, Minnesota Historical Society and the Minnesota Association of Museums to show

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off local areas of interest. It is a beginning but lacks detail and misses so many highlights. What a collaboration that could be!

Minnesota has created the foundation for expansive and exciting collaboration throughout Minnesota. I hope the task force does not think small and looks for ways to boldly move forward.

Charlie Lindberg

cnlindberg@gmail.com

On Fri, Jul 25, 2014 at 4:30 PM, McHenry, Kevin (MDE)

[<kevin.mchenry@state.mn.us>](mailto:kevin.mchenry@state.mn.us) wrote:

Kathy,

I appreciate your email and the points you have made. I feel you may have focused in on one comment and interpreted it to mean something that it doesn't.

I am responding to help clarify that the task force is set up to provide recommendations for ways for Minnesotans to have equitable and cost effective access to state supported library services. This is similar to other MDE task forces that have been assigned to the department such as: Education Finance, Integration, Assessments, Bullying Prevention, Special Education Paperwork Reduction and Teacher Licensure. MDE staff serve the task forces and work very hard to get input and involvement from those appointed to them. During the first meeting of any task force we strive to provide background information and a general overview of the landscape so that all task force members have a firm understanding of the charge to the group and sufficient information to help guide their work. During these presentations we have often heard from the OLA if they have issued a report on a specific topic along with other background items and/or presentations.

At the time of our MLA presentation, the first meeting of the task force had not been scheduled nor planned, and the application period was still open. The goal of the taskforce is not a way to, as you suggest, eliminate multi-types. While the agenda of future meetings will be established by its co-chairs after the first meeting, I anticipate a focus on early education services that libraries provide, how libraries can help to close the achievement gap, how to address the need of e-books and other emerging forms of technology and other suggested ways of providing high quality services. Below is the statute that is the charge to the working group:

"CONSULTATION; LIBRARIES AND SERVICE DELIVERY. The commissioner of education must consult with people knowledgeable about state libraries and service delivery, including representatives of the Department of Education, regional public library systems, multicounty multitype library systems, public libraries located in the metropolitan area and greater Minnesota other than regional public library systems, Minitex, public school library media specialists, the Office of Higher Education, the Association of Minnesota Counties, and the League of Minnesota Cities on increasing service delivery and collaboration between library governance systems, options for changing current library procedures and library governance systems to increase collaboration between library systems, and ensuring equitable and cost-effective access to library services statewide. In addition to addressing physical library services, the commissioner also must consider how to increase access to emerging electronic services. The commissioner must report by February 1, 2015, to the education policy and finance committees of the legislature on how to structure library systems to ensure that all Minnesota residents have equitable and cost-effective access to state-supported library services"

I hope that the task force will be a platform and opportunity to elevate the great work that libraries are currently doing and help develop strategies for emerging issues.

Thanks for taking the time to provide your input, I really appreciate it. Please let me know if you have further questions or concerns.

Kevin McHenry
Assistant Commissioner
Minnesota Department of Education
O: 651.582.8250 M: 612.306.0895
Email: kevin.mchenry@state.mn.us

"Leading for educational excellence and equity- Every day for every one"

-----Original Message-----

From: Kathy Enger [<mailto:Kathy.Enger@nlln.org>]

Sent: Friday, July 25, 2014 2:31 PM

To: Richard D. Anderson; mnltheater@gmail.com; Wayne Ingersoll; Betsy Vinz; Charlie Lindberg; Ruth Holmgren; Carol Sibley; Jenna Kahly; Adelle Bridgeford; Terri Darco; Peter Bremer; Tammy Thomasson-Ehrhart; Glenn Heinecke; Lina Belar; Debra Keena

Cc: McHenry, Kevin (MDE); Nelson, Jennifer R (MDE); elaine@capitolhillassoc.com

Subject: Brief Update from NLLN

Hello NLLN Governing Board:

Just a brief update on something that has been on my mind since the July 8, 2014, Legislative Forum in St. Cloud:

Both the Assistant Commissioner (Kevin McHenry) and State Librarian (Jennifer Nelson) were at the meeting and presented a Powerpoint on the work they are doing with libraries in Minnesota. One of their initiatives is to review the library governance structure in the state.

During the Powerpoint, the State Librarian mentioned eliminating duplication between public libraries and multi-type library systems. A committee is being formed, and there will be a series of meetings state-wide throughout the fall to discuss this issue (along with interlibrary loan and eBook needs).

MDE and State Library Services will present a report of recommendations to the Minnesota legislature for the 2015 legislative session.

When the presentation in St. Cloud opened for discussion, I asked Kevin and Jenn if there were any policies or documents they were using to guide the fall meetings and their decision making process. Kevin said they are using the 2010/2011 Legislative Audit Report, which says, "To reduce duplication and enhance coordination, the Legislature should eliminate multitype library cooperation systems and move their function to the regional

public library systems" (<http://www.auditor.leg.state.mn.us/ped/pedrep/libraries.pdf> [1]). The discussion of eliminating the multi-type library systems and restructuring appears to be underway.

I was waiting to discuss this with you at the August 16th NLLN Governing Board meeting, but I've heard from 3 board members in the last few days, which doesn't happen very often, so I'm thinking something might be in the grapevine and I want to address it with you, directly.

In addition, the NLLN office was moved, as result of construction on the second floor at Townsite (Suite 104). I have been watching the construction directly above the NLLN office, as well as throughout the 2nd floor, where 48 new apartments are underway. Even though an engineer has been directing the construction, it appears to me that the structure above our office may not be safe. I have been assured that it is safe. I investigated possibilities in Moorhead for new office space, until the Legislative Forum on July 8th, when it appeared that the discussion of restructuring the multi-type systems was underway.

I was hoping to bring you up-to-date at the August 16th meeting, but I'm assuming there could be some discussion through social media, etc., that I may not be award of. You should hear about what is going on straight from the horses mouth (so to speak).

I have heard from our president, Wayne Ingersoll, and he appears to be recovering nicely, following surgery. We have been thinking of him and hoping for a complete recovery during this time. I'm hoping he can be at the August 16th board meeting. We will need to elect officers for Fiscal Year 2015 at that time.

I'm 'ccing this message to both Kevin McHenry and Jenn Nelson, so they can correct any misinformation I might have written in this email by 'ccing to all'. I'm also including Elaine Keefe, the MLA/ITEM legislative representative on this email, since she was also at the meeting.

See you on August 16th!

--

Kathy B. Enger
Executive Director
Northern Lights Library Network
Kathy.Enger@nlln.org

Townsite Center, Suite 254
810 - 4th Avenue South
Moorhead, Minnesota 56560

Office: 218-477-1750
Toll Free: 1-800-450-1032
Cell: 701-429-1857

Committed to strong libraries in Minnesota

Recommendations of the 2014 Libraries and Service Delivery Consultant Group Fiscal Year 2015 Report To the Legislature As required by Minnesota Laws of 2014, Chapter 272, Article 7, section 2

COMMISSIONER: Brenda Cassellius, Ed. D.
FOR MORE INFORMATION CONTACT: Jennifer R. Nelson State Library Services (651) 582-8791
Jennifer.R.Nelson@state.mn.us

Recommendations of the 2014 Libraries and Services Delivery Consultant Group February 2015 Fiscal Year 2015 Report to the Legislature As required by Minnesota Laws of 2014, Chapter 272, Article 7, section 2

Cost of Report Preparation The total cost for the Minnesota Department of Education (MDE) to prepare this report was approximately \$ 1,971. Most of these costs were mileage reimbursements for Consultant Group members, and incidental costs for consultant group meetings.

Estimated costs are provided in accordance with Minnesota Statutes 2011, section 3.197, which requires that at the beginning of a report to the Legislature, the cost of preparing the report must be provided.

Recommendations Libraries and Service Delivery Consultant Work Group

With an overarching goal of ensuring equitable and cost-effective access to statewide library services, the 2014 Libraries and Service Delivery Consultant Group was charged with making recommendations to the commissioner of Education regarding: Increasing access to emerging electronic services Increasing service delivery and collaboration between library governance systems Options for changing current library procedures and library governance systems to increase collaboration between library systems The consultant group met six times and discussed a number of topics related to library structures and services.

Recommendation – State funds for an incentive or grant program that supports partnerships between public libraries and school districts that are focused on enhancing early learning opportunities, reducing summer learning loss, bolstering college/career readiness and achieving other goals of the World's Best Workforce.1

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Background: Libraries play a critical role in helping children to prepare for school and to achieve academic and career success. With more than 350 public libraries and 2,008 K-12 public schools in communities of all sizes in Minnesota, there is tremendous potential for libraries to help children enter school ready to learn, reduce summer learning loss, close the achievement gap and connect students to college and career opportunities.

Recommendation – Funds for a statewide collection of e-books, administered by State Library Services, that supports school curricula, academic standards and K-12 literacy. Background: The explosive growth in the demand for e-content has created challenges for library collection budgets. A similar growth in one device per student programs in schools has created challenges for schools, where collection budgets are typically smaller. There is desire to ensure that all Minnesotans have equitable access to e-content collections that meet recreational and academic reading needs and help to close the achievement gap.

Recommendation – New state appropriations to fully fund the Minnesota Braille and Talking Book Library² and interlibrary loan and delivery through Minitex³ so that federal Library Service and Technology Act (LSTA) funds are available for local and statewide projects that address key priorities. Background: Public, academic and some school libraries collaborate to share books and other materials statewide through a robust interlibrary loan and delivery network that manages over 500,000 requests annually. The Minnesota Braille and Talking Book Library serves more than 10,000 residents who are unable to use standard library materials and rely on the availability of digitized audio materials. These services are currently funded with a combination of state and federal dollars, which limits the opportunity to use federal LSTA funds for innovative projects that leverage local dollars to address local needs.

Recommendation – That the Minnesota Department of Education works with key stakeholders to establish a “Plan for Better Libraries,” a framework in line with the Governor’s “Seven-Point Plan: Better Schools for a Better Minnesota.” The group further recommends the following activities as part of a comprehensive planning process:

Recommendation – Formation of a task force (with representation from all funding and program-level stakeholders) charged with identifying unique challenges to service delivery and recommend structural changes or changes to Minnesota Statutes 134 that will ensure equitable and cost-effective services for all Minnesotans. 1. Recommendation – Establish benchmarks for public libraries, based on national norms, to allow administrators to measure performance related to community outcomes. Establish standards (technology, staffing, collections, etc.) for public libraries that address minimum levels of participation in library systems and statewide services. 2. Recommendation – In the absence of standards for school media centers, establish benchmarks based on national norms for school media programs that allow school and district administrators to measure performance related to school and student outcomes. 4.3. Recommendation – Increase the Multicounty Multitype Library System Operating Aid 5 and the Regional Library Basic System Support appropriations to the level needed; and change the Regional Library Basic System Support distribution formula to ensure equity of funding statewide. **Background:** Minnesota’s libraries operate in an environment that has undergone significant change since the regional public and multicounty multitype systems were established. Minnesota’s library structures are complex, with varying reliance on state/local resources. Similar to the Governor’s Seven Point Plan: Better Schools for a Better Minnesota, a Minnesota Department of Education-endorsed “Plan for Better Libraries” that articulates the role of libraries in early learning, education, lifelong learning and economic development would describe the vision and mission for Minnesota’s libraries and clearly communicate key services and service outcomes, local funding expectations and performance standards.

Recommendation – Support from the Minnesota Department of Education for statewide efforts to ensure that all Minnesota schools, libraries, households and businesses have access to high speed broadband.

Background: The advent of the internet and the explosion of information and essential government services that are available online have simultaneously increased the demand for services and the need for reliable high speed broadband. Internet connectivity is essential to a public library’s ability to serve its community; a reliable and robust community-wide broadband infrastructure allows residents 24/7 access to essential resources such as e-books, online tutoring and the range of e-resources provided by the Electronic Library for Minnesota.

1 “Striving for the World’s Best Workforce” legislation was passed in 2013 to ensure every school district in the state is making strides to increase student performance. Each district must develop a plan that addresses the following five goals: 1. All children are ready to start kindergarten. 2. All third-graders can read at grade level. 3. All achievement gaps between students are closed. 4. All students are ready for career and/or postsecondary education. 5. All students graduate from high school. 2 The Minnesota Braille and Talking Book Library, a division of the Minnesota Department of Education, is located in Faribault, Minnesota and provides direct library service to preschool age children to seniors with visual, physical and reading disabilities for whom conventional print is a barrier to reading. The library is funded through Minnesota Department of Education general funds and federal Library Services and Technology Act (LSTA) grant money from the U.S. Institute of Museum and Library Services. 3 Minitex is a publicly supported network of academic, public, state government, and special libraries working cooperatively to improve library service for their users in Minnesota, North Dakota and South Dakota. Minitex is a joint program of the Office of Higher Education and the University of Minnesota with additional funding from the Minnesota Department of Education. 4 Multicounty, Multitype Library System Operating Aid (Minnesota Statutes, Chapter 134.354) is a biennial legislative appropriation disbursed on a formula allocation to the seven multicounty, multitype library systems. 5 Regional Library Basic System Support (Minnesota Statutes, Chapter 134.355) is a biennial legislative appropriation disbursed on a formula allocation to the twelve regional public library systems. 6 Electronic Library for Minnesota, administered by Minitex and funded by the state through appropriations to the Minnesota Department of Education and

the Minnesota Office of Higher Education, gives Minnesota residents online access to magazine, journal, newspaper, and encyclopedia articles, e-books (online books), and other information resources.

MINNESOTA LIBRARY ASSOCIATION INFORMATION AND TECHNOLOGY EDUCATORS OF MINNESOTA

LEGISLATIVE PLATFORM FOR 2015

Minnesota's libraries, of all types, play a critical role in the state's economic vitality and provide an important component in the education and quality of life of Minnesotans. In 2013 over 24,700,000 people visited a local public library - ten times the number of people who attended Twins' games in 2013. Minnesota State Colleges and Universities (MnSCU) PALS system serves almost 300,000 Minnesotans. The University of Minnesota Libraries provided Minnesotans with access to over 7 million items in its collections throughout the state. In 2013, Minnesotans searched the Electronic Library of Minnesota (ELM) over 50.8 million times and downloaded 20.1 million full-text items; over 507,000 requests were submitted over the MnLINK Gateway; and Minitex received 357,000 interlibrary loan requests. In 2013-2014, 632.6 FTE Media Specialists serviced 2,466 public and non-public schools.

2015 Legislative Platform

In 2015 the Minnesota Library Association (MLA) and the Information and Technology Educators of Minnesota (ITEM) support increased state funding for the following programs that support library services in Minnesota:

- \$5 million per year to \$18,570,000 annually for the Regional Library Basic System Support (RLBSS)
 - \$1.3 million per year to \$2,600,000 annually for the Multi-type Library systems
 - \$1 million per year to \$3,300,000 annually for Regional Library Telecommunications Aid (RLTA)
 - \$6 million per year to \$9,750,000 annually for Telecommunications Equity Aid (TEA)
 - \$1.25 million per year to \$4,250,000 annually for regional library systems from the Arts and Cultural Heritage fund
- MLA and ITEM support state funding at least at the level recommended by the Governor for the following programs that provide access to the valuable collections in Minnesota libraries and to a wide variety of digital services: • Minitex • Electronic Library of Minnesota (ELM)

2015 Legislative Policies

Colleges and Universities: The Minnesota Library Association and the Information and Technology Educators of Minnesota support academic libraries in their commitment to research, teaching, learning and providing information to all Minnesotans. Minnesota Library Association recognizes the important role that academic libraries play in lifelong learning through community outreach with programs such as History Day, PSEO and workforce development.

Data Practices: MLA and ITEM support public policies that ensure an individual's right to privacy and confidentiality with respect to library information sought or received and resources consulted, borrowed, acquired or transmitted. Within these parameters, MLA supports open access to government records and data. Early Literacy: MLA and ITEM support programs and initiatives that recognize the critical role of libraries and librarians in fostering early literacy.

E-Books: MLA and ITEM supports a study by the State Library Services Division or its designee of the costs and process of implementing a statewide e-book program.

E-Government: MLA and ITEM supports consideration of the role libraries and librarians play in the delivery of digital or e-government services as these services are developed at all levels of government.

Intellectual Freedom: MLA and ITEM endorse the Library Bill of Rights and supports the concept of intellectual freedom. Attempts to limit the freedom to hold, receive and disseminate ideas without restriction is viewed as an attack against the integral component of a democratic society.

Minnesota Electronic Health Library (MeHL): The MLA and ITEM support the University of Minnesota's legislative request for a Minnesota Electronic Health Library (MeHL) that provides 24/7 online access to licensed, evidence-based, clinical care resources for all Minnesotans.

Learning: The MLA and ITEM support programs that recognize that libraries are essential providers and partners of afterschool learning by providing content rich collections, staff expertise, and hands-on, active programming for youth.

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Services to Special Populations: The MLA and ITEM support continued funding for the Braille and Talking Book Program of the Minnesota Department of Education (MDE).

Technology: The MLA and ITEM support the recommendations of the Governor’s Broadband Taskforce in order to ensure equity of access to high speed telecommunications for all Minnesotans.

Appendix Scholarships

LIBRARY	EVENT	NLLN FY15		DATE SENT
		AMT. PD	DATE PD	
Concordia College - Moorhead	Inaugural European Conf-July Explore the World .. 4/14 to 8/14	\$190.00	09/09/14	09/11/14
Bemidji Schools	MLA Annual Conf - Oct 2014	\$500.00	11/18/14	11/21/14
Brainerd Public Library	Assoc. of Rural & Small Lib Conf	\$999.79	09/16/14	09/17/14
Mahnomen Public Library	MLA Annual Conf - Oct 2014	\$500.00	10/28/14	10/29/14
Brainerd Public Library	ITEM Fall Conf Oct 2014	\$500.00	10/21/14	10/23/14
Bagley Schools	ITEM Fall Conf Oct 2014	\$275.00	10/21/14	10/23/14
Brainerd Schools	MLA 2014 Conf Oct 2014	\$201.61	10/21/14	10/23/14
NW Regional Lib - Warren	MEMO-ITEM Conf Oct 2014			
NLLN Gov Board Member	Lifetime Arts: Lib Training 9-14	\$271.73	10/14/14	10/14/14
Elbow Lake Public Library	MLA 2014 Conf Oct 2014	\$288.54	12/18/14	12/19/14
LARL - Detroit Lakes	MLA 2014 Conf Oct 2014	\$269.12	10/21/14	10/23/14
Hallock Public Library	MLA 2014 Conf Oct 2014	\$175.82	11/18/14	11/21/14
Warroad Public Library	MnPals User Group Mtg 10/2014	\$129.24	10/28/14	10/29/14
MSUM Library	Teaching with Technology - online	\$190.00	11/18/14	11/21/14
Bemidji Schools	TIES 2014	\$500.00	12/18/14	12/19/14
Thief River Falls Schools	TIES 2014	\$500.00	12/18/14	12/19/14
Thief River Falls Schools	Spotlight on Books 2015 Total:	\$5,490.85		
Pelican Rapids schools	ALA Annual Conf-June 2015			
Viking Lib System - Alexandria	Lib Technology Conf- March 2015			
LARL - Moorhead	Spotlight on Books 2015			
Concordia College - Moorhead	Spotlight on Books 2015			
LARL - Ada	Spotlight on Books 2015			
MSUM Library	Spotlight on Books 2015			
Moorhead Schools	Spotlight on Books 2015			

Appendix ITEM/MEMO Fall Conference

134.351 MULTICOUNTY, MULTITYPE LIBRARY SYSTEMS.

Subdivision 1. **Establishment.** The commissioner of education, upon the advice of the Advisory Council to the Division of State Library Services, may approve the establishment of multicounty, multitype library systems and the geographic boundaries of those systems.

Subd. 2. **Services.** Each multicounty, multitype library system is encouraged to develop services including, but not limited to the following: referral of users, intrasystem reciprocal borrowing, cooperative collection development, cooperative reference services, staff development, research and development, cooperative storage facilities, publicity and community relations.

Subd. 3. **Agreement.** In order for a multicounty, multitype library system to qualify for planning, development or operating aid pursuant to sections 134.353 and 134.354 each participating library in the system

23 Things You Didn't Know about Multitype Libraries Presentation



MINNESOTA MULTITYPE LIBRARY SYSTEMS

23 Things, newsletters, scholarships, sponsors of ITEM and MLA conferences, interlibrary loan, eBooks, North Star Library Consortium, Camp Read-A-Lot, Brainfuse Homework Help, Annual Reports and Meetings, Continuing Education, Advocate for all libraries.

Appendix Maamigin Achigaazo

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**ONLY BY GIVING
ARE YOU ABLE TO
RECEIVE MORE
THAN YOU
ALREADY HAVE!**

The White Earth Child Care/Early Childhood Program

Is hosting a Christmas Gift Drive for children in need who live on or near the White Earth Reservation. Donate an unwrapped gift for a child ages birth to 18 years of age to the White Earth Child Care Building and have your name entered into a drawing for an Apple iPad Air donated by the Northern Lights Library Network.



The iPad will be drawn on December 22nd.

Donations are being accepted now until December 19th, at 4:30 p.m. and will be distributed to families in need before the Christmas Holiday.

**For further information or questions please call
Terri (Darco) Bruggeman at 218-983 -3285 ext. 1381.**

**Appendix
*Poets Across Minnesota***

Broadsides

**At the Library
by Lina Belar**

All summer long, my sister and I
read books that take us places we have
never been and likely will never see.

I am to the T's in the
adult fiction section of the public library
a faded Victorian house filled with books
tended by two maiden women
who sort and clean donated books
catalogue them, honor Dewey.

I read everything by Erich Maria
Remarque, acquire a stunning
grasp of the vernacular that I expect
to keep well hidden.

My sister, two years younger,

is reading things like "The Bobbsey Twins"
and Nancy Drew mysteries.

"Is that a good one," I ask her one day.
"Oh yes," she answers, "I'm almost done.
But there's another book in the series."

We breathe a sigh of relief knowing
there are more worlds left to travel
than the ones that await us in this quiet town.

Carnegie Libraries

Ken Bennett

Temples they were.
Domes.
Stone steps.
Ancient rites of purification.
Prim priestesses
guarding pristine pages.

O Andrew.
I didn't mean to
stain your steps
with pink rain from
Woolworth's
soda fountain.

Birch Bark Biting

Denise K. Lajimodiere

I study the spring peeled
bark, gathered when leaves
unfolded. Thunderbirds,
wings spread wide, gaze
back at me. I peel the amber
bark into thin layers, careful
not to tear claw marks.
I place the folded bark in my
mouth, biting down with eye
teeth, closed eyes see designs.
I unfold a flower, turtle,
or dragonfly, hold
it to the light, feathery bite
marks glow through

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transparent wings.

North of North
by Mark Vinz

Today with no surprise
the windchill sinks to 50 below.
The mailman slouches up the walk,
head down, the way we all learn how
to walk on this far edge.
Friends write to say how cold it must be here,
and thank whatever gods they have
this weather's north of them, far north.

But we say it too--
it's always colder somewhere else.
We praise our plows and furnaces,
fall back again on what we know:
there are no last words,
and what we speak of
is neither storm nor chill,
but what would happen if all letters stopped –
that other winter, directionless,
colder than ice, deeper than snow.

Used Poetry
by Kevin Zepper

After many long miles, my poem finally gave out. What can you expect of a poem after fifteen years of hard driving? Not to say that I overworked the poem or anything. I didn't try to rod on it, peel out with it. I filled it with premium metaphors, never settling for less, changed the punctuation every couple of thousand miles. No different from the next poet.

It served me well but its time had come. It took too long getting started in the morning. On several occasions this past winter I had to jump start it with cables attached to another poem. Sometimes the battery in the poem was so far gone I had to plug it into an anthology overnight just to get it to spark the next morning.

Guess the real trouble started about two years ago, after the accident. My poem got rear ended by a drunk guy with a rock song lyric. Yeah, he had a beater of lyric too: no insurance, nothing. Here I am with a poem all smashed in the rear end, and a bent frame to boot. It took an English professor to pull out all the dents. He did the best he could with it. You know how it is with a poem wreck, though; once you've had an accident with your poem, it never reads the same again.

So here I am, reading through the used poetry section of the paper. I can't really afford to get a new one. I just hope I find a sonnet owned by a little old blue-haired lady. Someone like that would really know how to take care of a poem, always reading it slow and only on Sundays, taking it for regular grammar and simile maintenance, putting in the right metaphors to keep the engine from punning. Whether I find a good used poem or not, it's always tough trading in a poem you've reliably read for so long.

Appendix Train-the-Trainers



Train-the-Trainers November 8, 2014 Park Rapids High School BYOD (Bring Your Own Device)

10 a.m.	Introductions and Background of Train-the-Trainers
10:15	Electronic Library of Minnesota and Learning Express
11:30	Google Hangout, etc. (bring your Google login and account information)
12	Lunch
12:30	Google Hangout, etc.
1:00	Apps. for the iPad (bring your Apple Store login and account information)
	<ul style="list-style-type: none">• How to download apps.• Download and Scan• QR Codes, how to use them, where to find them.• Symbaloo• 23 Mobile Things
2:30	Public library cards for middle and high school students
3:00	Logout

Thanks so much to each of you for donating your time to ensure that we learn the latest technology in our region and continue to support strong libraries in Minnesota.

Train-the-Trainers is carried out with the helpful assistance and expertise of librarians in the Northern Lights Library Network (NLLN) region. Northern Lights Library Network is a cooperative network of members in academic, public, school, and special libraries in 23 counties of North-central, North-west, and West-central Minnesota. Members work at the grassroots level to bring together all types of libraries and collections to discover, enhance, and share resources. Librarians in the region receive administrative, technological, and educational support from Northern Lights Library Network.

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



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Hands-on Apps. Workshop
Saturday, February 7, 2015

Park Rapids Century Middle School
501 Helten Avenue
Park Rapids, Minnesota
9 a.m. – 3 p.m.

*Lunch and snacks will be provided.
There is no charge for this workshop.*

*To attend,
send an email to Kathy Enger at Kathy.Enger@nlln.org*

8:15 a.m.

Bring your iPad or electronic device and Apple Store and Google login and account information so we can work with apps. and Google. We'll start the day working one-on-one, making sure we have access to apps.

9 a.m. Introductions and Morning Refreshments

9:15 a.m.

- *Open your account for downloading and using apps.*
 - *How to Download Apps. 101*
 - *Download scanner*
- *QR Codes, how to use them, where to find them*

Laurie Conzemius
Technology Integrationist, Park Rapids Public Schools
lconzemius@parkrapids.k12.mn.us

10:15 a.m.

- *Dropbox, Skype, Nearpod, One Note, Virtual Notebook, Apps. for Learning Safety on the Internet*

Megan Peterson
Technology Integration Coordinator
Lakes Country Service Cooperative
mpeterson@lscs.org

11:30 a.m.

- *AppSmashing*
(AppSmashing is the art of using multiple apps. in conjunction with one another to complete a task or project.)

Mary Mehsikomer
Technology Integration Development and Outreach Facilitator
TIES
mary.mehsikomer@ties.k12.mn.us

12:30 p.m.

Working Lunch

- *Sharing Google Docs.*
- *Google Calendar*

Laurie Conzemius
Technology Integrationist, Park Rapids Public Schools
lconzemius@parkrapids.k12.mn.us

1:30 p.m.

- *Twitter Session*

Application -- download and usage, hashtags, etc.
Develop your own Personal Learning Network (PLN)

Donna Ohlgren
Library Media Specialist
Rush Creek Elementary
OhlgrenD@district279.org

3 p.m. Wrap-up

This program is sponsored by Northern Lights Library Network (NLLN). NLLN is funded by the Minnesota Legislature through the Minnesota Department of Education.

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Appendix eBook Access

The Lake Agassiz Regional Library (LARL), Northwest Regional Library (NWRL), and Northern Lights Library Network (NLLN) Overdrive School Initiative

by Liz Lynch, LARL Director LARL

Over the past few years, 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. During this time, LARL and NWRL have seen a steady increase in the use of eBook and eAudiobook collections. In addition, teachers from schools without the issued devices are asking how their students can get connected, simply due to the number of devices in schools and homes across the region.

Media specialists from across the region have contacted LARL and NWRL, asking how their students can access eBooks and eAudiobooks. LARL and NWRL would like to encourage schools, teachers, and students to register for LARL and NWRL library cards to access the eBook services provided to them through their public library. Along with Northern Lights Library Network (NLLN), LARL and NWRL can provide eBook and eAudiobook access for students, enhancing efforts schools are making to provide content rich materials to students through their iPads or tablets. In a formative needs assessment of schools conducted by NLLN during the month of December 2012, it was learned that many students at the middle school and high school level needed more access to ‘high interest’, ‘modern fiction’, or current fiction to download to their mobile devices.

Together, LARL and NWRL will receive \$5,000 each year for three years from NLLN to purchase eBooks and eAudiobooks concentrated toward middle and high school students. The Lake Agassiz Digital Library and NWRL Overdrive School Initiative include the following:

- LARL and NWRL is purchasing eBooks and eAudiobooks targeted toward middle and high school students, LARL is using the *eKids Reading Room* interface offered by OverDrive.
- LARL and NWRL received additional funding from NLLN to market and promote eBooks in the schools and a marketing tool kit for marketing the materials to the schools has been developed.
- LARL branches and LINK Sites are reaching out to schools and offering training on how to access and download the eBooks and eAudiobooks.
- Marketing materials are being introduced to schools, along with promotional materials for the Summer Reading Program. In the fall, LARL and NWRL staff will contact schools to actively pursue hands-on training opportunities with teachers and students.
- Data will be maintained to monitor the number of items circulating and the number of customers using the service per month and a report of activity will be provided to NLLN in April of each year in order to determine the output and impact of the initiative and to

assist in preparing a budget for the beginning of the next fiscal year.
The project is proposed for 3 fiscal years.



LARL eReading Room Promotional Plan

1. Bookmarks
 - a. One side contains the LARL, NLLN, and OverDrive logos. The other side promotes the service to teens and youth.
 - b. Hand out at schools, county fairs, expos, and the libraries.
 - c. Include in the summer reading program sign up packets.
2. Poster
 - a. 8 X 11 poster for hanging in the community and library.
3. Banner
 - a. Three fixed-stand banners will rotate throughout the region promoting the service throughout the summer months.
4. Newspapers
 - a. A press release will be sent to all local newspapers announcing the service and the gift from NLLN.
5. Social Media/larl.org/online newsletter
 - a. New titles will be promoted throughout the summer months on the LARL facebook page and on larl.org.
 - b. The service and titles will be promoted to the LARL customers who receive the LARL online newsletter.
6. School Visits
 - a. A “back to school” letter will be sent to all schools informing teachers of this resource. In addition, LARL staff will extend an offer to teach staff and youth how to use the service through an on-site school visit.

LARL and NWRL Evergreen Automation Migration Project

By Liz Lynch, LARL Director and Kristi Harms, NWRL Director

The Lake Agassiz Regional Library (LARL) and Northwest Regional Library (NWRL) have a long history of working together to provide the best possible service to the residents of northwestern Minnesota. This partnership includes a shared automation system, which provides library customers access to over 444,000 items in 31 communities.

As consolidated library systems, both LARL and NWRL have like-minded objectives and similar infrastructures that foster collaboration; together, the systems can maximize the effectiveness of various resources.

Over the last 4 years, Lake Agassiz Regional Library and Northwest Regional Library have seen significant decreases in state funding (Regional Library Basic System Support). Rural areas have seen this decrease year after year. Lake Agassiz Regional Library and Northwest Regional Library continue to look for creative and innovative ways to cut operating costs and ensure financial security for years to come, all the while maintaining the best possible library service.

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LARL and NWRL have shared the III, Millennium Automation system since 2004. The subscription fee for this system is currently over \$70,000 annually, and is projected to increase to over \$90,000 in the next five years. In October of 2015, LARL and NWRL will migrate to a new open source system called Evergreen, which will save the two regional library systems over \$100,000 over the next five years. While the open source nature of the product infers no cost for the product, LARL and NWRL will still need to provide budgeted operating costs for support. The annual cost for Evergreen support is approximately \$50,000 less than costs associated with III, Millennium, which is well within the means of the two regional library systems.

LARL currently has the staffing expertise to implement and run the new system. As was done in the past, NWRL will contract with LARL to participate in the project. Evergreen will allow an ease of functionality for both staff use and customer use. More and more libraries across the United States are moving toward Evergreen and the open source environment. For LARL and NWRL, making this move will be a step in the right direction, both financially and operationally.

LARL and NWRL are seeking financial assistance to get the project up and running. By assisting with this project, NLLN would be promoting the sharing of resources between library systems and assisting in the development of a bibliographic database. As RLBSS continues to dwindle and Signatories struggle to fulfill operational funding requests, assistance for this project from NLLN will allow LARL and NWRL to proceed without depleting reserves. A list of set-up costs includes the following:

Evergreen Costs	2014	2015
ILS Support Costs	\$.00 = 0 Hours	\$15,000.00 = 60 Hours
Implementation Services		\$16,000.00
<i>*Data Migration</i>		<i>\$33,000.00</i>
<i>*Training</i>		<i>\$6,500.00</i>
III Extraction Costs		\$10,000.00
<i>*Server Hardware & Accessories</i>	<i>\$25,000.00</i>	
Miscellaneous Subscriptions, Batteries, Sensors, etc.	\$12,522.00	
Total	\$37,522.00	\$80,500.00
<i>*Seeking funding for all items, but highest priority are in red.</i>		

Appendix Life Achievement Award

Appendix Media Advisories and Press Releases

Northern Lights Library Network Media Advisory

Perham Focus, KARE, KSTP, KMSP, WCCO, and Twin Cities PBS

The American Association for State and Local History (AASLH) is holding its annual meeting in Minnesota’s historic capital city. The “Greater than the Sum of our Parts” conference is where those committed to telling stories of our past will gather from coast-to-coast to listen and understand our country’s short, yet deep, beautiful and sometimes painful history.

When telling people historical facts, sometimes their eyes glaze over and they nod slowly, but in telling people a good story, they are transformed to a different time in our nation’s experience. That has been the mission of the In Their Own Words Veteran’s Museum (ITOW) in Perham, Minnesota since its inception. Former ITOW museum director Lina Belar will present an oral

history of the ITOW museum to attendees from around the nation at a meeting in St. Paul, Minnesota.

Lina will talk about how the museum came to be, and her vision to create a sense of safety, permanence and respect by actively searching for the unique and heart-felt stories of our veterans from greater Minnesota. This homegrown museum is a national leader in listening to the extraordinary stories of otherwise “ordinary” veterans.

DATE: Friday, September 19

TIME: 2:00 p.m.

PLACE: Crowne Plaza Hotel, St. Paul, Minn.

For more information, contact former ITOW museum director Lina Belar at 218.346.6262 or lbelar@eot.com You can also contact Northern Lights Library Network Executive Director Kathy Enger at 218.477.1750 or kathy.enger@nlln.org

Northern Lights Library Network

Media Advisory: Little Free Libraries Promoting Literacy in White Earth

Leaders and community members on the White Earth Reservation are working to promote literacy, culture and the love of reading in White Earth, Minnesota by dotting the community with little free libraries.

A grant from the Institute of Museum and Library Services is looking to bring books to the small reservation town. The grant helps pay for community members to build their own unique little free libraries. Businesses will then have the opportunity to sponsor the libraries and pay for the books housed inside.

Little free libraries are small bird house like structures placed in yards and by businesses where people can take a book for free and are urged to replace it with a book another person may enjoy. Residents of White Earth, Minnesota do not have the luxury of a community library many Minnesotans across the state take for granted. If people in the city of White Earth want to have free access to the goods and services a public library has to offer, they must travel more than 30 miles.

The White Earth Child Care and Early Child Care Program will be hosting a picnic where the multiple individuals who built little free libraries will be judged on their creations. The community is welcome to join in and celebrate the expansion of literary horizons.

DATE: Tuesday, September 23

TIME: 6:30 p.m.

PLACE: White Earth Reservation Tribal Council Building Common Area in White Earth, Minn.

For more information, contact event coordinator Terri Darco at 218-255-2940 or terrida@whiteearth.com You can also contact Northern Lights Library Network Executive Director Kathy Enger at 218-477-1750 or kathy.enger@nlln.org

Northern Lights Library Network

Media Advisory: Authors Gather to Discuss the Writing Process with Educators

Continued education is imperative for those in schools and libraries to keep up-to-date on the latest technology trends and breakthroughs in education. Media specialists from around the state

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will gather October 3rd and discuss those important aspects of their jobs at the Information and Technology Educators of Minnesota (ITEM) Conference in St. Cloud, Minnesota. The ITEM conference will feature 15 renowned authors from around the state who will present why they write and the processes they go through to perfect their work. Attendees at the conference will be able to hear from the authors and have them sign their books. Media specialists can also discuss the possibilities of authors presenting at schools throughout the state on the writing process and their love for literature.

DATE: Friday, October 3
TIME: 9:00 a.m. Book signing
1:00 p.m. Luncheon where 15 authors will present
2:45 p.m. Book signing
PLACE: River's Edge Convention Center, St. Cloud, Minnesota

The conference will also include a keynote presentation from the award-winning young adult author Jonathan Friesen on **Saturday, October 4 at 12:15 p.m.** For more information, contact Northern Lights Library Network Executive Director Kathy Enger at 218-477-1750 or kathy.enger@nlln.org

Northern Lights Library Network
Media Advisory
“Beads on One String”

With the rise of cyber-bullying in K-12 education, it is important students learn there is never a time or place for hatred or discrimination. Area students will learn the virtues of acceptance, peace, and equality from children's author Dennis Warner and his book “Beads on One String.” Warner will be visiting Bemidji elementary schools to engage students and combat bullying, while reading his book and singing a song of the same name, “Beads on One String.”

Location, Date and Time

Northern Elementary- Tuesday, Dec. 2
Time: 8:15 a.m. and 9:15 a.m.
Horace May Elementary- Wednesday, Dec. 3
Time: 9:15 a.m. and 10:15 a.m.
Lincoln Elementary- Thursday, Dec. 4
Time: 9:15 a.m. and 12:15 p.m.
Central Elementary- Friday, Dec.5
Time: 9:15 a.m.

With the help of Northern Lights Library Network, Warner is traveling to schools in Minnesota where students are reading “Beads on One String”. This aids in understanding that while their peers may be different, it is not cause for bullying. “Beads on one string, we're one world.” Contact NLLN Executive Director Kathy Enger at 218.477.1750, or (Bemidji School contact information) for more information

Facebook.com/nllnMN
@NLLN_MN

**Northern Lights Library Network
Press Release**

Electronic Library of Minnesota: Finding Answers for Busy Minnesotans

Minnesotans have free access to reliable information through Electronic Library of Minnesota (ELM) at: www.elm4you.org.

Whether you're looking for a new job, studying for college entrance exams, or want to improve your computer skills, Electronic Library of Minnesota (ELM) is your free go-to website at www.elm4you.org. ELM gathers information from reputable sources. This means no more wondering if you can believe what you read. If it's on ELM, it's something you can trust.

Nearly every topic imaginable is covered by www.elm4you.org: The Arts; Business & Economics; Computer Skills; Consumer Information; Education; General Reference; Health & Medicine; History & Social Studies; Job & Career; Language Arts & Literature; Minnesota; News & Current Events; Science & Math; Social Science; Spanish Language.

ELM offers free access to databases that link you to reliable and credible articles, including Encyclopedia Britannica, Consumer Health Complete, Medline, eBook collections, digital collections of art work from museums around the world (CAMIO), Science Reference Center, catalogs of government documents (GPO), and access to library collections from all over the world.

www.elm4you.org also gives you free access to newspapers, including the Los Angeles Times, the New York Times, St. Paul Pioneer Press, Star Tribune, USA Today, the Wall Street Journal, and the Washington Post.

www.elm4you.org contains an advanced job search engine where you can select specific careers that interest you, manage your search, receive job statistics and take career placement exams to determine what may interest you.

With so many resources available, it's difficult to convey them all – check it out for yourself: www.elm4you.org.

“Making life better for busy Minnesotans is ELM's goal. We hope you take advantage of it. Remember, elm4you.org,” Kathy B. Enger, Executive Director, Northern Lights Library Network.

ELM is brought to you with state appropriations from Minitex (Minnesota's information and resource sharing network), the Minnesota Department of Education, and the Minnesota Office of Higher Education. For questions about access, consult your local library.

Northern Lights Library Network Governing Board FY15:

- 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, emeritus
- Betsy Vinz, Treasurer, Lake Agassiz Regional Library Representative, Moorhead Library
- Ruth Holmgren, Viking Library System Representative, Pelican Rapids Schools
- Fred Rogers, Kitchigami Regional Library Representative, Walker City Council
- Adell Bridgeford, Walker Public Schools, emeritus, School Library Representative
- Terri Darco, Special Library Representative, White Earth Early Childhood Program

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- Carol Sibley, Academic Library Representative, Minnesota State University Moorhead emeritus
- 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 FY14 and FY15:

Kathy B. Enger

The Governing Board of Northern Lights Library Network approved the second year of the third-year strategic plan June 2014.

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

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

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

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

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

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

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

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Table I

Qualitative Questions Asked 23 Participants

Questions

CORE VALUES

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

ENVIRONMENTAL SCAN and SWOT ANALYSIS

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

NEEDS ANALYSIS OF MULTI-TYPE LIBRARY SYSTEM REGION

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

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Table II

Quantitative Survey Questions asked 232 Members

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

Qualitative Questions

1. Libraries are a place for people to access information through the collaborative efforts the professionals who manage them.
 2. Libraries are a bridge between physical and electronic access; a bridge between people and technology; a bridge between the resources available, and the community needing to use those resources.
 3. Libraries are attractive, welcoming places that are friendly, open, inclusive, accessible, and innovative.
 4. Libraries are a source of community pride where people go to learn from educational experts who teach them what they need to know to thrive and grow in their community.
 5. Libraries are a place where stories join all our hands.
 6. Unlike teachers who teach what they think students should know, librarians teach by learning what library users want to know, then teach them how to use the resources that will educate them. All the while, librarians organize these resources so they are accessible.
 7. In principle and practice, libraries are at the core of a democratic society, defending the freedom of all citizens to: Access information to make informed decisions; read material that interests them; use technology successfully, engage in learning throughout the life cycle.
 8. The population using our library is increasing.
 9. The people I serve or represent are requesting more services.
 10. Our library's physical facilities are adequate.
 11. Our library receives adequate funding.
 12. If people knew more about the service our library provides, funding would increase.
 13. We need to learn how to activate our client base to increase our support.
 14. We need elected officials who care more about libraries.
 15. Libraries need better public relations.
 16. Our library staff has adequate customer service skills.
 17. Libraries are struggling to keep up with rapidly changing technology.
 18. The technological infrastructure to manage library resources is adequate.
 19. Our library staff has adequate technological skills.
 20. Libraries are no longer needed because everything is available on the Internet.
 21. Paper books are no longer needed because everything is available electronically.
 22. At some point, we may no longer have access to paper books in libraries.
 23. Our library collection is excellent.
 24. Our library staff receive adequate training.
 25. Our library needs more staff.
 26. Our library needs more volunteers.
 27. Our library should be open more hours.
 28. We need to learn how to write grant proposals.
-

-
29. The main purpose of multi-type library systems is to make all libraries stronger.
 30. There needs to be more cooperative collection development among libraries of all types.
 31. There needs to be more shared subscriptions among all types of libraries.
 32. There should be an annual best practice session among all types of libraries, related to common interests such as technology, remote access, and collection management.
 33. Northern Lights Library Network (NLLN) should support libraries to facilitate better communication and benefits of libraries to citizens of the region.
 34. NLLN should find ways to share costs among all types of libraries in the region in order to lower costs.
 35. There is a need in our region for all library types to advocate together, with one voice.
 36. Please rank in order the importance of services provided to libraries by multi-type library systems, with 1 as the most important and 15 as the least important.
 37. Please rank the mission of Northern Lights Library Network (NLLN), with 1 as the most relevant, and 15 as the least relevant.
 38. I would like to see Northern Lights Library Network (NLLN) do more of the following:
 39. I represent the following type of library:
-

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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	0.66603	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

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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.