

# SDSL STRATEGIC PLAN 2019-2023



**Maximizing & Building  
Relationships**

**Achieving Internal  
Effectiveness**

**Championing Excellence**

**Cultivating Our Professional Culture**



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Leadership. Innovation. Excellence.

# **South Dakota State Library Strategic Plan 2019-2023**

**Daria Bossman, State Librarian**

## **Acknowledgments**

### **State Library Board Members:**

Tom Nelson, President  
Monte Loos, Vice-President  
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Carol Twedt  
Judy Trzynka  
Natalie Anderson  
Jay Perry, South Dakota Board of Regents representative

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*"We have an opportunity in this early part of the 21st century to invent the future and not just react to it." Stephen Abram*



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## **Executive Summary**

### **A South Dakota State Library for the 21st Century**

#### **Our Vision**

Effective, well-resourced libraries are critical to the social and economic development of our rural and metropolitan communities and essential to the vitality of our democracy.

The South Dakota State Library (SDSL):

- Supports the work of all South Dakota libraries through education and advocacy.
- Works to expand and strengthen citizen access to library services.
- Digitizes specific specialized collections and state publications.
- Improves the work of state government by providing timely access to information.

#### **Our Mission**

South Dakota State Library: serving state government, empowering South Dakota libraries, and enriching the lives of South Dakota residents.

#### **Plan for 21st Century Libraries**

Since 1913 the South Dakota State Library has worked to strengthen libraries and to expand access to library services to all South Dakotans. By law (SDCL 14-1), the State Library:

- Supplements the services of local libraries.
- Increases the proficiency of librarians by providing training and continuing education.
- Provides specialized services or materials to individuals and libraries.
- Provides access to specialized digitized collections and state documents.
- Serves the research needs of state government employees.

In collaboration with other libraries and organizations, the South Dakota State Library plays a vital role in the collective effort to:

- Preserve our state's heritage and provide more accessible resources.
- Build and strengthen communities by enabling citizens to engage in lifelong learning.
- Promote information literacy/fluency among our citizens with the widest use of modern technology possible.
- Link communities to new economic opportunities.
- Promote access among diverse groups of people.

Although the mission of the South Dakota State Library has not altered substantially over the past century, the means and strategies used to achieve our goals have adapted to the tools and technologies of the times. As South Dakota becomes more deeply engaged in the global knowledge-based economy of the 21st century, the need to adapt has never been more necessary.

## **Developing a New Strategic Plan**

On July 13, 2017, the Institute of Museum and Library Services approved the new South Dakota State Library LSTA Five-Year Plan: 2018 – 2022. In the summer and fall of 2018, a statewide satisfaction survey of the resources and services the State Library provides was conducted. (See Appendix A.) Consultant Pat Wagner of Pattern Research in Denver, Colorado, was hired to facilitate and lead 12 open forums across the state and one online forum throughout the fall of 2018. Due to weather and scheduling constraints, the forums were not completed until the fall of 2019. Ms. Wagner's final report was submitted on Nov. 4, 2019.

## **Alignment with the Department of Education's New Strategic Plan**

The South Dakota State Library's strategic plan will align with the four principles in the South Dakota Department of Education's (DOE) new strategic plan which are: Maximizing and Building Relationships, Championing Excellence, Achieving Effectiveness, and Cultivating Professional Culture.

This plan is more comprehensive and includes the goals of the LSTA Five-Year Plan. This plan is outlined below with initiatives specified under each goal and objective. It will be reviewed and revised by the South Dakota State Library Board and SDSL staff after careful consultation with our consultant and in consultation with library leaders across the state. Final approval will be sought from the South Dakota State Library Board in May of 2020 with implementation starting immediately through December of 2023.

## **Continuing Efforts from Previous Strategic Plan**

### **Organizational Effectiveness**

The State Library will continue to emphasize library development, expanded online collections, and improved research services to state government. The State Librarian and the Library Board, working with the Secretary of Education and DOE staff, work to ensure that existing resources are being effectively utilized and SDSL is adequately funded to meet our stated 21st century goals. A continued comprehensive State Library Board review of the state statutes governing SDSL and its correlating administrative rules is always necessary. (SDCL 14-1 and Education/Libraries, ARSD 24:30)

### **Work with Libraries to Integrate Data Systems and Expand Resource Sharing**

Maximizing the value of resources devoted to libraries across the state entails a collective effort to link libraries of all shapes and sizes on an integrated information system. The State Library will continue to explore ways to integrate more libraries into a common system. The only way to build a more equitable resource sharing model is to have an integrated information system in which all libraries and institutions can voluntarily and affordably participate.

The cost of traditional resource sharing continues to increase due to increasing transportation and postage costs. In fact, the cost to a library to borrow a book for a single interlibrary loan transaction exceeds the price of purchasing the book. The State Library will continue to work with the library and school communities to educate librarians and classroom teachers about the responsible use of interlibrary loan and the information readily available through ever-expanding statewide electronic resources.

### **Build Awareness among State Employees**

The State Library will continue to work with state agencies to improve their knowledge of services offered and to make it easy and convenient for state employees to access the State Library's resources.

## Goals & Objectives

### ♦ Maximizing and Building Relationships: Access for All Through Collaboration

**Goal 1: All South Dakotans will have access to library services.**

*Objective 1: Strengthen statewide resource sharing.*

Initiatives:

- Continue to provide electronic resource training to schools and libraries.
- Fund the statewide courier system and review ways to expand the system in the most efficient and cost-effective manner.
- Continue to promote and expand "South Dakota Titles to Go" (access to local e-books through local public library consortium subscriptions).

*Objective 2: Provide services to blind and visually impaired citizens.*

Initiatives:

- Acquire, organize, and maintain collections that meet the needs of users.
- Explore the most efficient means to provide and deliver services.
- Implement and promote "Download on Demand" initiative.

*Objective 3: Facilitate shared purchasing of electronic resources by libraries.*

Initiatives:

- Maintain an active statewide task force to evaluate resources and determine ongoing appropriate resources for group purchase.
- Negotiate statewide purchase contracts.
- Increase breadth and depth of statewide electronic resources.

*Objective 4: Improve libraries' ability to provide services through outside collaboration and grant opportunities.*

Initiatives:

- Identify and share grant opportunities.
- Administer LSTA grant program.
- Promote innovative grant projects, including funds from the private sector.
- Promote or secure grant funds to meet identified needs.
- Assure grant compliance.
- Promote local collaboration with other government agencies and community service organizations.

## ♦ **Championing Excellence: Stronger Libraries in South Dakota**

**Goal 2: South Dakota's libraries will meet all citizens' information needs through the leadership of the South Dakota State Library.**

*Objective 1: Determine services necessary to assist local libraries to build capacity for improved services.*

Initiatives:

- Identify needs of South Dakota libraries and their staff.
- Explore ways to promote and implement birth-to-five programming and resources.
- Ascertain services and delivery methods.
- Create an advocacy/marketing plan for SDSL.
- Promote SDSL and local libraries.
- Study alternatives to all SDSL operations to create a more efficient and effective agency and library.
- Provide prompt, appropriate, and accurate research services.

*Objective 2: Maintain and review statewide library policies and standards to facilitate best practices in all South Dakota libraries.*

Initiatives:

- Review and improve statewide policies and standards.
- Provide training and guidance to public library boards of trustees and school boards.
- Review state statutes and make recommendations for changes when necessary.

*Objective 3: Improve library services delivered to South Dakota citizens through increased professional development opportunities for librarians.*

Initiatives:

- Provide appropriate and relevant training opportunities and consulting services in standard library practices, including current trends and information and technology literacy.
- Support libraries in implementation of applicable library practices.

## ♦ **Achieving Effectiveness: A More Informed State Government**

**Goal 3: The State Library will meet South Dakota state government agencies' information needs through access to timely and relevant information.**

*Objective 1: Increase state employee awareness of the information resources available through SDSL.*

Initiatives:

- Determine agency specific needs.
- Create and deliver training to state agencies.
- Maintain and promote an interactive SDSL webpage.
- Identify state agencies and organizations to work collaboratively on programming and projects of mutual interest.

*Objective 2: Ensure that information resources provided meet the needs of state agencies.*

Initiatives:

- Review and evaluate existing information resources.
- Identify trends and acquire related information resources.
- Modify research products and services developed for state agencies.

*Objective 3: Ensure high-quality and timely research service to state government.*

Initiatives:

- Provide prompt, appropriate, and accurate research services.
- Strengthen/increase all research skills of SDSL staff.



## ♦ **Cultivating Professional Culture: Grow Skilled Staff and Focus on Impact**

**Goal 4: Focus our impact by raising the educational level of all our librarians within the state.**

*Objective 1: Support professional development opportunities for SDSL and local library staff and trustees.*

Initiatives:

- Provide ongoing professional development opportunities for librarians.
- Provide ongoing professional development opportunities for SDSL staff.
- Review trustee professional development requirements within accreditation process.
- Review SDSL Accreditation and Certification process.
- Review 21st Century School Library Standards.
- Continue to support higher education opportunities within the state for minors/majors in library science, school media endorsements, and MLS degrees.
- Seek opportunities for dialogue with South Dakota Board of Regents and Education department deans concerning education of teachers and administrators about 21st century school libraries.

*Objective 2: Increase awareness and communicate impact of SDSL (and local library) services on local communities and citizens.*

Initiatives:

- Develop a marketing plan for SDSL services.
- Investigate hiring of a marketing consultant.
- Execute identified marketing plan.

*Objective 3: Establish a leadership forum.*

Initiatives:

- Alternate years between school and public librarians attending.
- Establish guidelines and criteria for attendance.

## ♦ Collections that Support the Mission

**Goal 5: Designated collections, both print and non-print, of the South Dakota State Library will meet specific specialized needs of the state's libraries and state government.**

*(The full extent of the SDSL collections are resources that support state government agencies, professional library resources, federal and state documents, South Dakota history and culture, regional Native American history and culture, and Braille and Talking Books.)*

*Objective 1: Acquire and promote statewide access to additional electronic resources.*

Initiatives:

- Continue the Electronic Resources Task Force to review and analyze current licensed databases' effectiveness and determine areas of additional statewide need.
- Digitize state document resources to meet the 24/7 needs of digital content users.
- Continue outsourcing digitization for selected state publications.
- Evaluate the use of and satisfaction with licensed databases.

*Objective 2: Build an electronic collection of state documents.*

Initiatives:

- Identify, capture, digitize, preserve, and make accessible state documents.
- Maintain and promote an online portal for South Dakota state documents access.
- Annually increase volume of state document digital content.
- Review plan for digitizing SDSL's state publications.

*Objective 3: Create, manage, and sustain collections of books and other formats.*

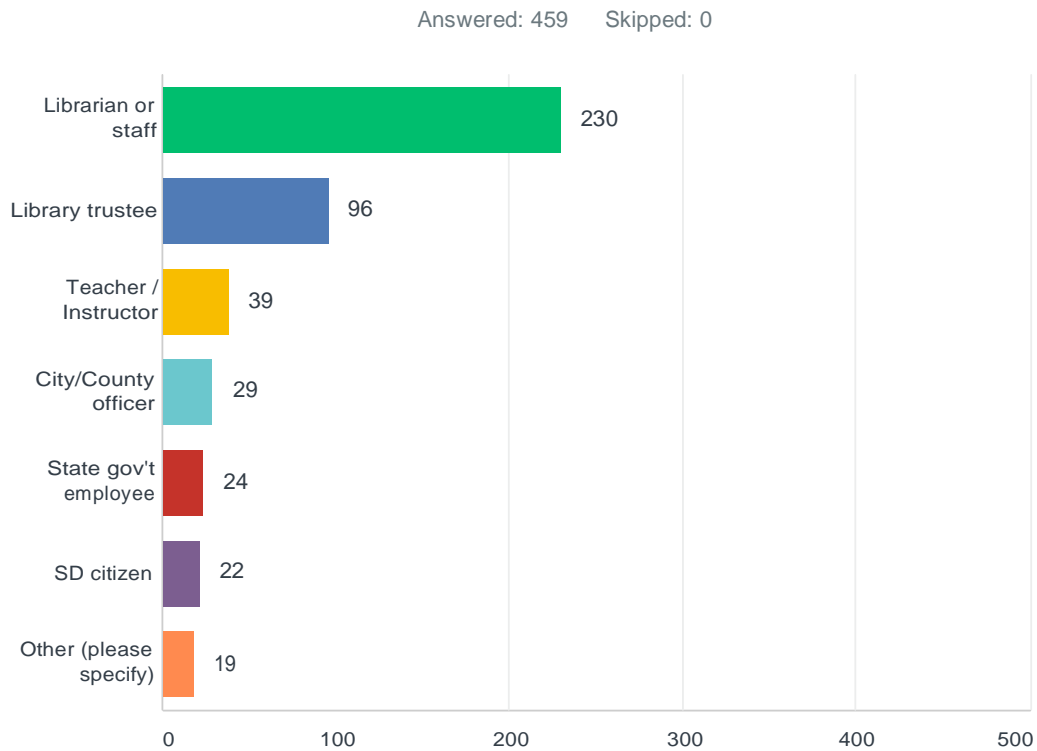
Initiatives:

- Acquire, organize, and maintain collections that support the mission of SDSL.
- Circulate requested materials to libraries, state employees, and Braille and Talking Book registered patrons.
- Coordinate and maintain State Documents Depository system.
- Coordinate citizen access to federal document information.

## Appendix A

### State Library Strategic Plan Survey 2019

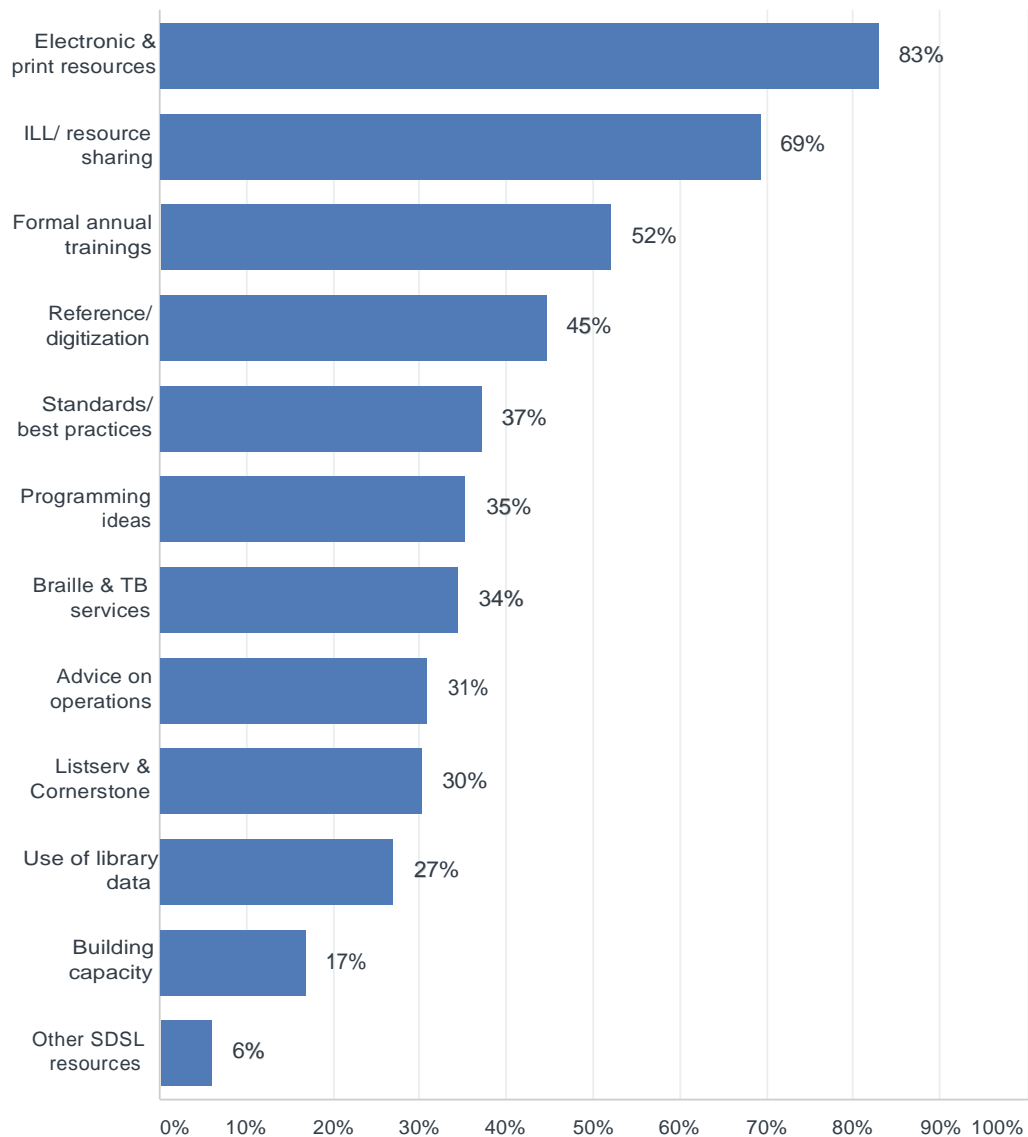
The person completing this survey is:



ANSWER CHOICES	RESPONSES	
Librarian or staff	50.11%	230
Library trustee	20.92%	96
Teacher / Instructor	8.50%	39
City/County officer	6.32%	29
State gov't employee	5.23%	24
SD citizen	4.79%	22
Other (please specify)	4.14%	19
TOTAL		459

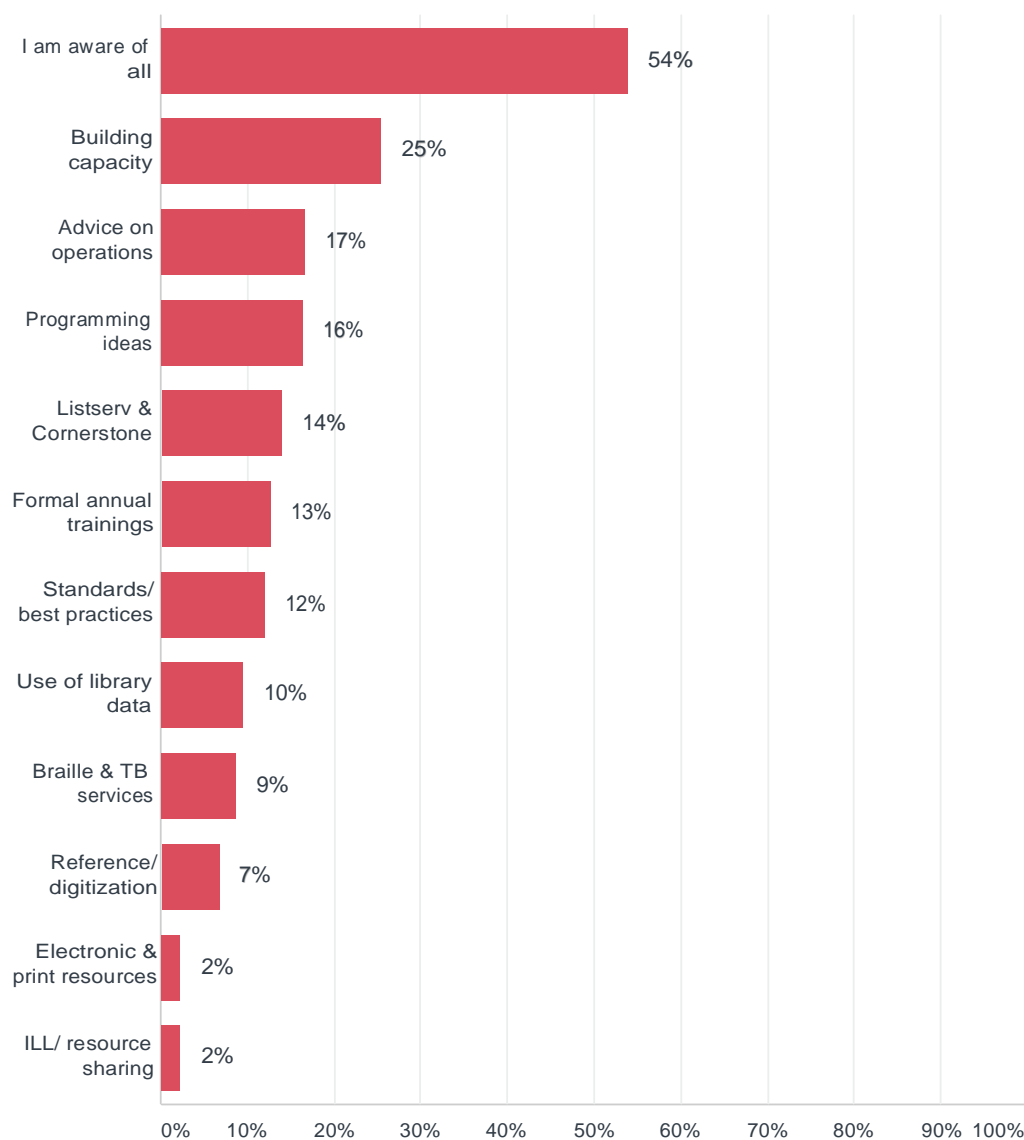
What services provided by the South Dakota State Library offer your library (or school) the most value and would be the **MOST MISSED** if no longer offered?  
(choose all that apply)

Answered: 438   Skipped: 21



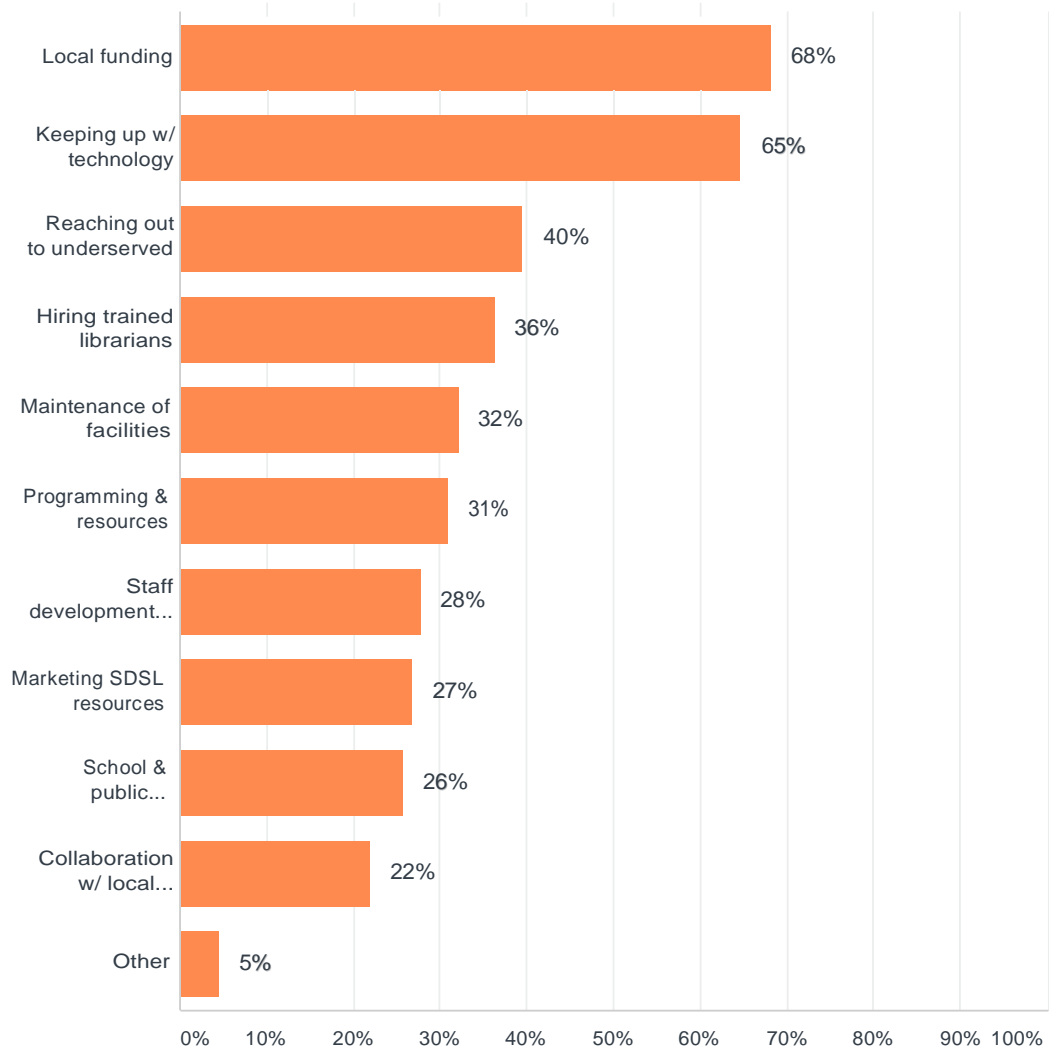
## Which of these services were you UNAWARE were offered by South Dakota State Library to SD libraries? (choose all that apply)

Answered: 420 Skipped: 39

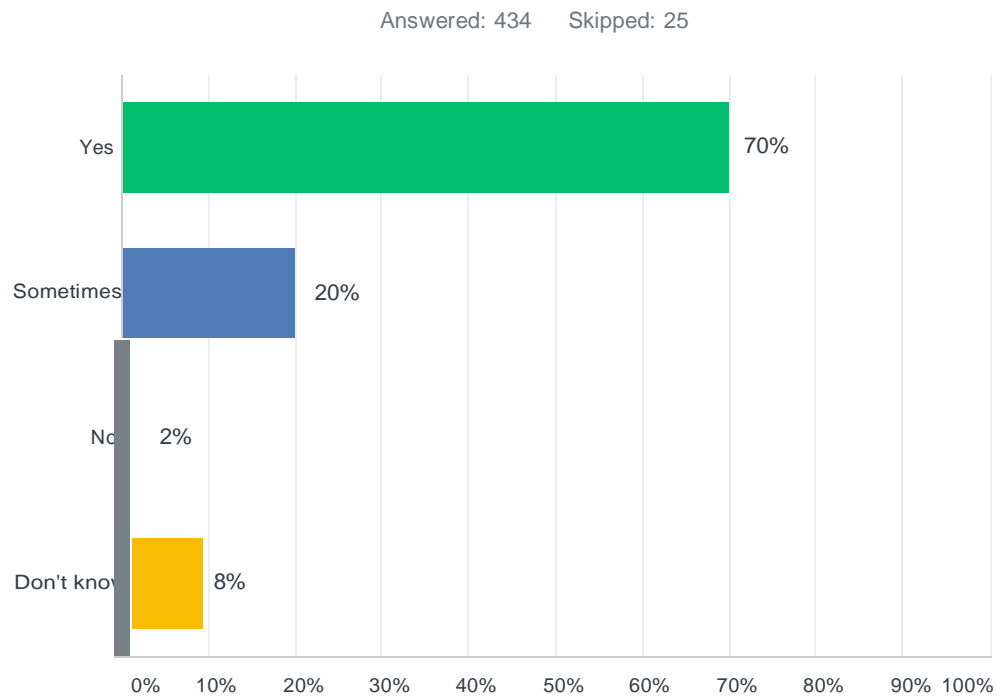


What do you feel are the challenges for providing quality and relevant library services to your community in the next 10 years? (choose all that apply)

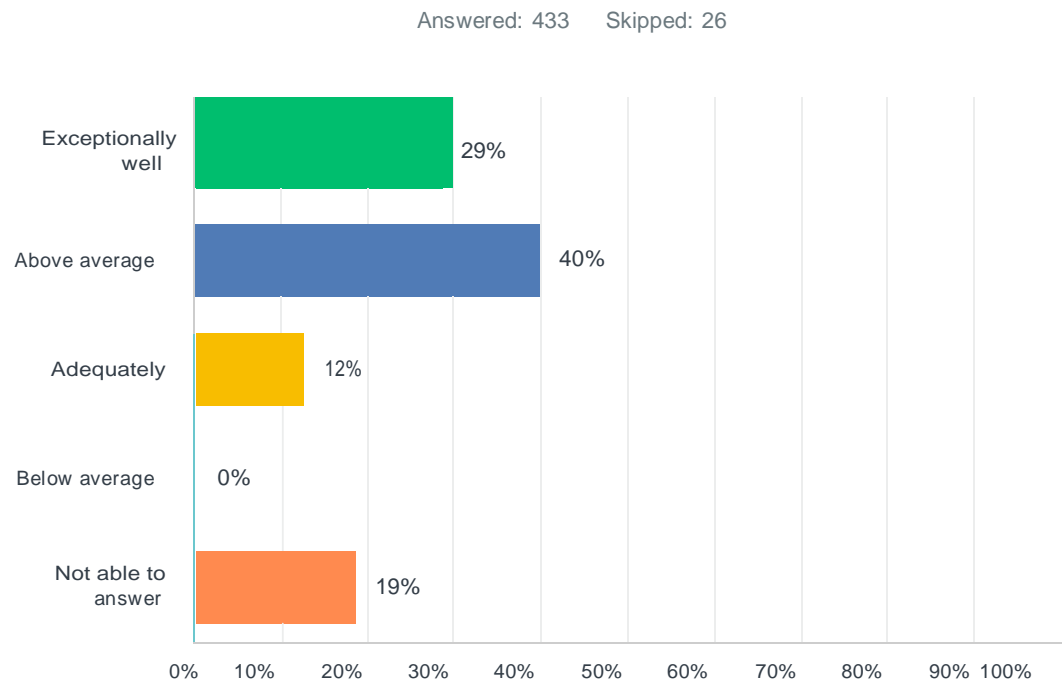
Answered: 427   Skipped: 32



Is the State Library agency a valued and used resource for your library (city, school, other)?

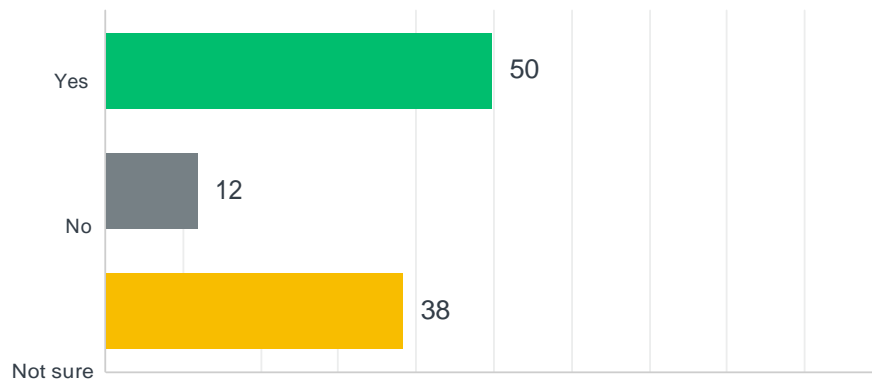


The State Library provides information and research to meet state agencies' needs.



## PUBLIC LIBRARIES ONLY:

In the next two years, is an on-site library visit from State Library staff of value to your library?



What topics would you most like to discuss during SDSL staff visits to your library? (choose all that apply)

