

**SOUTH CENTRAL  
REGIONAL  
LIBRARY  
COUNCIL**

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**PLAN OF SERVICE 2006-2011:  
Leadership and Collaboration**

**June, 2006**

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## South Central Regional Library Council

### Plan of Service 2006-2011: Leadership and Collaboration

#### *Introduction*

The South Central Regional Library Council is pleased to present the *Plan of Service 2006-2011: Leadership and Collaboration*. This document will help guide the Council's programs and services over the next few years and has been designed to provide flexibility, innovation, and leadership.

The format of this printed (perhaps a quaint notion now?) *Plan of Service 2006-2011* is loosely based on an online version that the Council is required to submit to the New York State Library, Division of Library Development. All systems in New York submit a similar plan with consistent elements that integrate the planning for all programs and services. The online version does not translate well into a document that can be used by SCRLC, hence this print version. Information on the specific goals identified for the online state plan is found in the Appendix as is an outline of the current programs and services as of 2006.

The Board of Trustees and Plan of Service Task Force deserve great praise for their time, their advice, their ability to condense many words and ideas into a succinct document, and their good humor through the whole planning process. The Council Membership must also be thanked for caring so much about the Council, telling us of their needs, and helping us decide what programs and services, and most of all, what priorities, matter most.

This plan was accepted by the Board of Trustees at their meeting on June 9, 2006.

Jean Currie  
Executive Director  
June, 2006

## *Mission*

**The South Central Regional Library Council leads, advocates for, and challenges libraries, promoting collaboration in a changing information environment.**

## *Strategic Intentions*

- 1. Members will get information into the hands of users as quickly as possible with the least expense through collaborative efforts to share library resources.**
- 2. Through Council sponsored education and training opportunities, members will have well trained, creative, flexible library staff capable of managing rapid change.**
- 3. Members will use new information technologies to provide equitable, effective access to information for their users.**
- 4. Members will receive innovative consulting and customer services to meet their individual needs.**
- 5. Members will receive enhanced recognition and status in their community as a result of regional advocacy.**

## ***Introduction to the SCRLC Strategic Intentions for the Plan of Service 2006-2011***

“Could the answer be as simple as the three “c’s”? I don’t mean the typical three “c’s” that we normally think about as the core services: communication, consulting, and continuing education. Rather, it seems that the regional library systems should target their efforts toward ensuring that all member libraries stay current, connected, and critical. As Elaine Dundon discusses in the *Seeds of Innovation*, our world is facing significant transition due to emerging technologies, the expanding world as everything becomes more accessible, and more demanding customers. The regional library systems will need to seek ways to assist every member library in staying strategically poised within their communities and in being relevant and vital players in responding to customer needs. At times the systems and member libraries will need to be catalysts to change; at other times, they will need to be the change agents themselves. Patricia Norris, Illinois State Library Associate Director, *Illinois Libraries*, Vol. 86, #1, p108, December 2005.

The significant transition noted by Patricia Norris is happening at a very fast pace. The plan is designed to offer strategic intentions that will lead to programs and services to meet needs identified by its membership. They are intended to have enough flexibility to allow a nimble Council to offer programs, services, and specific activities that will adjust to meet new or changing needs, new technologies, new protocols, and other unexpected events. In short, the plan allows the Council to be responsive to an uncertain future environment. Through this uncertainty, the key purpose of the Council is to support and strengthen our member libraries, to enhance their ability to provide excellent services to their users through: ongoing education and training, communication between libraries, provision of a collaborative infrastructure for sharing resources, support of state-of-the art information technologies, and offering a professional network of libraries and library staff.

The role of the Council continues to include:

- Supporting and strengthening member libraries through our programs and services
- Enabling libraries to do collectively what they cannot do individually.
- Providing cost-effective services to members.
- Facilitating equitable access to library services and resources.
- Facilitating resource sharing.
- Providing leadership for improving library services.
- Advocating on behalf of member libraries.
- Keeping abreast of current and future trends on behalf of members.

Some of the strategic issues facing the Council include:

- Major environmental changes affecting libraries, library users, library staff, and information content and formats.
- The need for libraries to reinvent their nature and role.
- The new and changing expectations of library users.
- The changing nature of library work.
- The difficult economic environment and financial sustainability of the Council.
- The need to focus on key priorities of the Council identified by the Board as: advocacy, training and development, collaboration and resource sharing.

The core values of the Council are:

- High quality of programs and services.
- Outstanding customer service.
- Efficient and effective use of resources to meet member needs.
- Flexibility, nimbleness, and responsiveness to current issues and trends.

The strategic intentions should be seen as dynamic and interdependent – each of them contains elements of all the others. Our programs, services, and staff must have the flexibility and skills to address member needs from many different facets.

## *The current and future environment*

Users' values do not line up neatly with traditional library values. **Anne Kenney, Cornell University Library, 2006**

Self-service, satisfaction, and seamlessness seem to exemplify the expectations of the information consumer in the huge "infosphere" in which libraries operate. The characteristics that support self-service, satisfaction, and seamlessness, such as ease of use, convenience and availability, appeared to many information professionals...to be as important to the information consumer as information quality and trustworthiness.

***Perceptions of Libraries and Information Resources: A report to the membership. OCLC, 2006***

The current environment for libraries is one of rapid change, increasingly sophisticated technologies requiring continuous learning and training, the necessity for out-of-the-box thinking to meet new needs and to use technology effectively, and an increasingly independent and at the same time, demanding, public. It is a time of chaotic and uncertain transitions; the mean time between surprises is shrinking.

### Changing nature of libraries:

- They must be free, easy, 24x7, anywhere.
- They must be where the users are.
- They must be interactive, multi-media, multi-source.
- They must support self-directed learning.
- They must support group study, team collaboration, and new learning spaces.
- The value must be determined by the customers, not the library staff.
- They must seek new collaborations and strategic partnerships.
- They must be re-invented, nimble, and deliver the goods.
- They must become content creators.
- They must offer integration of content and interoperability of technologies.
- They must integrate digital library services into the work processes of the users.
- They must provide value added services.
- They must provide services that make the users more efficient and effective in their work.
- They must be nice to be in and to use.

### Changing nature of library collections:

- There is increased diversity of content containers.
- Information resources are multi-media.
- There is a huge increase in electronic resources.
- There is a rapid increase in digital only content.
- There are new modes of information organization and discovery.
- Information is skewed to immediate use.
- There is less expensive, faster, scholarly publication.
- Print may become the users' responsibility.

### Changing nature of library work:

- It must be customer driven.
- It must evolve to find appropriate functions.
- It must focus on points of contact with users.
- It must take the transaction to the customer.
- It must be measured and made more efficient and effective.
- Human intensive work must be prioritized.
- It must manage change as well as continuity.

Changing nature of library staff:

- They must be flexible, nimble and multi-taskers.
- They must be involved in continuous learning, upgrading and improving skills.
- They must understand, and be responsive to, users' needs and wants.
- They must be diverse and be able to work with diverse customers.
- They must be strategic thinkers.
- They must be collaborative and must communicate well.

Changing nature of library users:

- They are diverse, demanding, and right!
- They want to be surprised and delighted.
- They want help and they want to be self-sufficient.
- They are mobile.
- They have changed the use of their social space and time.
- They are multi-taskers.
- Content containers are not important.

Changing nature of funding:

- There is less.
- New, different, and diverse sources are needed.
- There is competition.

Changing nature of technology:

- It is ubiquitous and changes rapidly.
- It is wireless and wired.
- It is both smaller (cell phones) and bigger (big screen tvs)
- It is both more private (close to the body) and more public.
- Social software will become common.

***Strategic Intention 1: Members will get information into the hands of users as quickly as possible at least expense through collaborative efforts to share library resources.***

Resource sharing is more than traditional interlibrary loan. Support of interlibrary loan (ILL) is still a vital component of the Council's purpose but resource sharing also includes database access, access to primary resources, shared electronic information, and sharing of the expertise of regional library staff. We facilitate sharing of expertise, advice, and consultations to enhance library service in all libraries throughout the region.

The SCRLC region has an enviable record of having more than 12 million items with electronic bibliographic records representing an amazing regional library collection. SCRLC will continue to support the willingness and generosity of all member libraries to share freely with each other. More interlibrary loan will be unmediated and fewer library records will be on paper requiring integrated ILL management software. Bibliographic access tools will still be necessary: union lists of serials, bibliographic records converted to electronic form, virtual catalogs, shared integrated library management systems, and access to major national bibliographic utilities such as OCLC.

SCRLC will monitor changes in interlibrary loan brought about by technology, new standards and protocols, and user needs and behavior, to inform decisions about training, development, and resource sharing implementations in the region. SCRLC will continue its support of OCLC ILL for interlibrary loan but continue to monitor other ILL processes for potential implementation in the region.

Access to electronic information will continue to increase in importance as will consortial purchases of such information as a way to reduce costs and leverage scarce dollars.

Where funding permits, subsidies for resource sharing (interlibrary loan, electronic information, consortial purchases, Coordinated Collection Development Aid for academic libraries, etc.) will be important for regional libraries and library systems.

The sharing of expertise is facilitated and supported by SCRLC through the education and training program, through committees and special interest groups, and through other opportunities for regional library staff to talk with each other face to face or online.

### ***Directions***

- Enhance electronic document delivery and provide support for document delivery.
- Identify and support hardware/software to enhance resource sharing.
- Provide regional, or support statewide, consortial purchasing of full-text databases.
- Support all efforts to understand and implement current copyright and licensing issues.
- Continue a dynamic, high quality, union list of serials and regional last-resort interlibrary loan through the Council's BARC service.
- Continue to encourage and support free lending and borrowing between all types of libraries within the region.
- Explore and implement appropriate new interlibrary loan processes in regional libraries to provide cost effective service.
- Participate in statewide efforts to expand regional resource sharing protocols to include all libraries in New York State.
- Encourage all efforts to convert or enhance regional bibliographic records into machine readable form.
- Support regional/statewide digitizing efforts.
- Review the LakeNet Gateway's access to regional and statewide library resources for continuing value and use.

***Strategic Intention 2: Through Council sponsored education and training opportunities, members will have well trained, creative, flexible library staff capable of managing rapid change.***

Continuing education has been one of our best known and most wanted services for many years. It has grown and changed to meet new needs and new technologies; it has changed to meet the stresses of funding, lack of time, the geography of the region, and the need for more hands-on training. Rapid changes in services, technology, and users' expectations require ongoing, continuous training. New skills need to be specialized and focused, but they also need to include big picture thinking and flexibility. We provide training for all levels of library staff. We provide training to enhance the ability of regional libraries to offer excellent service to their users.

### ***Directions***

- Continue a mix of training opportunities: custom designed programs, traditional workshops, hands on training – offer a wide choice of formats and locations.
- Meet training needs by type of library, type of staff position, technologies, geographic location, format, time, and topic.
- Provide education in future trends for libraries and the introduction of new technologies.
- Provide education in the practical, just-in-time, need-it-now, issues.
- Offer vendor product demonstrations and training.
- Improve and market the SCRLC collection of education and training and staff development materials.
- Continue to develop innovative distance learning solutions – multimedia, CD-ROM, Web-based, Workshops on Wheels (WOW) as funds permit.
- Continue to seek funding from programs such as Regional Bibliographic Databases (RBDB) and the Hospital Library Services program (HLSP), and through grants, to support educational opportunities.
- Provide the time and place for people networking where ideas and practical skills can be shared in special interest groups or at structured training sessions.
- Strengthen professional opportunities such as leadership opportunities and experience on committees, special interest groups, and other Council groups.
- Partner with other groups to leverage resources for effective training.

***Strategic Intention 3: Members will use new information technologies to provide equitable, effective access to information for their users.***

Information technologies are now a major and ubiquitous part of any library's infrastructure and affect collections, staffing, and services. Information technologies are now less about the hardware and software and more about applications and innovative uses of the technology. Issues of concern include continuous maintenance and upgrading, access to the highest possible telecommunications bandwidth (wired and wireless), the need for technical support and consulting, authentication and authorization of users for licensed databases, the changing expectations and knowledge of users, and the rapid changes in, and increasing complexity of, technology. Other key issues for libraries are the high expectations and sophistication of users regarding technology.

There is a need for interoperability and seamless or transparent services. The public will demand integration of information technologies, formats, and services, and they will want information anywhere, anytime. The ability to find the right information easily will be paramount. Library management systems will increasingly be replaced by a mix of technologies, and handheld devices will be ubiquitous. The Council has a leadership role in encouraging appropriate new technologies and encouraging innovative collaborations to help libraries as they meet these new needs.

Born digital or digitized materials are increasing in importance for scholarly communication, institutional or regional repositories, access to local history materials, or research of all kinds. Digital items will replace print as the primary collection of information resources. SCRLC has a role to play in supporting regional digital projects and repositories in member libraries.

***Directions***

- Help libraries to add value to their services through support of new information technologies and applications, and collaborative purchases of electronic resources.
- Subsidize technologies that support regional resource sharing.
- Provide continuous education and training in new technologies and applications.
- Provide technology consulting and technical help to members.
- Identify user needs and behaviors that will drive innovative applications of information technologies.
- Identify new technologies and applications for appropriate use in the region.
- Implement the Planning for Regional Digitization Projects Plan, 2002.
- Identify and support digitizing projects in the region.
- Obtain grants and other funding for regional technology projects to enhance library services.
- Review the role of LakeNet as a point of entry for regional communication, resource sharing, and access to information.

***Strategic Intention 4: Members will receive innovative consulting and customer services to meet their individual needs.***

The Regional Library Council, as a membership organization, exists to meet its members' needs. An emphasis on customer service must undergird all that it does. SCRLC will assess needs and where possible, offer services to meet those needs. The Council will also offer customized services to its members. Providing programs and services, responding to questions, offering support, and collaborating to improve library service to end-users must always be high priorities. At the same time, as a regional consortium, the Council takes a leadership position by seeing the big picture of library services in all types of libraries, staying ahead of our members in identifying trends, appropriate new technologies, appropriate projects, and providing advice.

There are many opportunities for the Council to collaborate and partner to improve services to some or all members, for example SUNYConnect, other consortia, nonlibrary agencies, statewide efforts, other NY3Rs, and of course our own members. The Council will continue those partnerships it already has and seek additional possibilities where it would be beneficial to the membership.

The Council has an excellent track record of obtaining grants from many agencies. This expertise will be used both to continue to obtain grants for the Council and to help the membership with their grant applications.

***Directions***

- Seek funding for projects identified in annual planning based on the Strategic Intentions.
- Provide customized services to member libraries as needed.
- Ensure regular visits to member libraries/systems.
- Offer members help with sources of funds, grant-writing, group-purchasing, obtaining discounts.
- Enhance communication and networking within the membership.
- Form special interest or user groups.
- Offer consulting and referrals.
- Continue to offer focus groups as a service.
- Partner with other library organizations and others that meet our mission to improve library service in the region.

***Strategic Intention 5: Members will receive enhanced recognition and status in their community as a result of regional advocacy.***

There is an increasingly common idea that libraries have no future in this age of the Internet. Funding agencies, legislators, university administrators, city officials all wonder why they need to fund libraries when “you can find it all on the Internet.” SCRLC will offer support, training, and other services as libraries re-invent and promote themselves as the primary organization that provides equal, seamless, and transparent access to information. Librarians will need to market themselves as the experts who will help the public successfully navigate through the confusing maze of information. Libraries will need to offer integrated information where the format of the content is not important and offer it to users where they are. On the one hand, the library as place will continue to be important as a center of its community but on the other, the library as place will not be as important as the physical place to go to for information. Enhanced recognition will only come as libraries meet the new demands for information when it is wanted, where it is wanted, and how it is wanted. SCRLC will provide the leadership to help members meet these new demands.

***Directions***

- Provide services that will help libraries market themselves and their new roles.
- Establish a regional advocacy group to develop a regional advocacy program.
- Provide advocacy for additional support for libraries from governing, legislating and funding agencies.
- Help promote the relevancy of libraries.
- Build resident expertise in marketing and public relations skills, offer training in marketing techniques.
- Participate in regional and statewide initiatives that will enhance library services.

# SCRLC Plan of Service 2006-2011: Leadership and Collaboration

## Appendices

### 1. Resources reviewed for the environmental scan:

#### Cornell University

- Academic Assembly Meeting, Notes. 1 September, 2005.
- Future of Public Services: Challenges and Opportunities. Report on the IRIS Management Group Meeting with Sarah Thomas. 22 September, 2005.
- Technical Services Integration Future Search Workshop, Summary, 16 March, 2005.
- The New Library Technical Services. Presentation by Karen Calhoun et al, 25 May, 2005.
- Inside Cornell University Libraries. Notes of a meeting held by Sarah Thomas to discuss the relationship between university libraries and schools of library and information science, August, 2005.
- Bielefeld Conference on New Paradigms for Academic Libraries. Notes of the conference by Peter Hirtle, February, 2006.
- Ensuring Relevancy: key Challenges in Public Services, 2006-2010. A presentation to the CUL Academic Assembly by Anne Kenney, February, 2006.

#### OCLC Inc.

- The Big Bang (Gamers and Boomers). OCLC Newsletter, January-March, 2005.
- Libraries: How they stack up. A Report for OCLC Members, 2004.
- Environmental Scan, 2003.
- Five Year Information Format Trends. A Report for OCLC Members, 2003.
- Perceptions of Libraries and Information Resources. A Report to the OCLC Membership, 2006

#### South Central Regional Library Council

- Panelists' Remarks, Annual Meeting, Elmira College, 16 October, 2005.

#### Nylink

- Annual Meeting, November 2000. Keynote talk by Marshall Keys.
- Nylink Strategic Plan, 2006-2008.

#### Miscellaneous

- Computers in Libraries, 15-18 March, 2005, Washington DC. Report by Nora Hardy.
- SUNYConnect II, 2005-2010, Strategic Guidance Document. Preliminary drafts, 2005.
- Preparing for Demographic Change. Workforce and Succession Planning in the Libraries of the Australian Technology Network, October 2004.
- Building Your Company Vision, James C. Collins and Jerry J. Porras. Harvard Business Review, September/October, 1996.
- Change is in the Air; Five Mega-trends Redefining the Future of County Government. Center for the Future of Local Governance. <http://www.carineau.com/pages/publications.htm>
- The Arlington Community in 2010; Scenarios. Stargazer Report, 2000?
- How to Deliver Standout Customer Service, Tracey L. Bremer. Upstate SLA Update, Vol. 59, #1, 2004?
- Going Nomadic: Mobile learning in higher education, Bryan Alexander. Educause Review, Vol.39, #5, 2004.
- Funding Consortia, Arnold Hirshon. ICOLC Report #6 from meeting 16 March, 2004.
- New York Libraries – How they stack up. A snapshot of the economic impact of New York State's libraries. Division of Library Development, New York State Library, 2004
- Organization Development in Libraries, Maureen Sullivan. Library Administration and Development, Vol. 18, #4, 2004.
- Do Libraries Matter: On Library and Librarian 2.0. [http://www.techsource.ala.org/blog/blog\\_detail.php?blog\\_id=95](http://www.techsource.ala.org/blog/blog_detail.php?blog_id=95)
- Illinois Libraries. Special Issue, Illinois Regional Library Systems, 40 Years, 1965-2005. Vol.86, #1, December, 2005.
- Reinventing Libraries for the 21<sup>st</sup> Century – A Visioning Workshop. Sponsored by ACRL, January, 2005, Boston, MA.

## 2. SCRLC Plan of Service Task Force, 2005-2006

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### 3. South Central Regional Library Council, Review of Programs, 2006

#### Education and Training Program

This program has been supported by the Council and a Board policy since the 1970's. We have moved from a traditional one-day workshop format to a variety of offerings: hands-on training, summer courses, half day workshops, SIGs, virtual training products, and customized training on-site at members. Our program format is driven by our region's size, diversity of membership, and technology. We have had to develop innovative solutions to training issues to keep abreast of user needs and demands. This program is very flexible, changes continuously, and is reviewed regularly. It is designed to recover out of pocket costs.

	<b>Workshops</b>	<b>Training Sessions</b>	<b>SIGs etc.</b>	<b>Customized Training</b>
<b>Target Audience</b>	All library staff in region.	All library staff in region.	User groups & other special groups. All regional library staff.	Member libraries/systems or any other affinity group.
<b>Services</b>	10-15 one day workshops annually	<ul style="list-style-type: none"> <li>○ 14-16 annually, usually hands-on computer-based half day training sessions (databases searching, software applications)</li> <li>○ Use WOW units</li> </ul>	○ 6-10 annually	<ul style="list-style-type: none"> <li>○ Hands-on training using WOW units or local lab on site at library in subject requested.</li> <li>○ Materials customized for site.</li> </ul>
<b>Use in 2005</b>	13 held 279 attended	12 in 2005 94 attended	6 in 2005 145 attended	Most in 2005 were the training sessions noted.
<b>Management</b>	Annual Work Plan E & T Team: Nora Hardy Kathleen Jackson Rebecca Hicks	Annual Work Plan E&T Team:	Members of the SIG. E & T Team	Nora Hardy Kathleen Jackson
<b>Funding</b>	SCRLC Operating Registration Fees Grants	SCRLC Operating Registration Fees Grants HLSP	SCRLC Operating Registration Fees	Hourly rate charged

## Resource Sharing Program

This is a key program of the Council with all member libraries and systems honoring each other's interlibrary loan requested by lending freely. We encourage members to be as self-sufficient as possible by using electronic ILL. We can only do this effectively if libraries know what is available (ULS, records in machine readable form), and if they have the tools and resources to do so (access to OCLC, BARC, hardware, telecommunications, training, funding). For libraries exhausting their own ability to access material for ILL, SCRLC offers a last resort service through BARC. In addition to library to library resource sharing, there are various subsidies available to support access. The nature of resource sharing is changing mostly due to technology: OCLC innovations, virtual union catalogs, end-user initiated ILLs, increased use of online full-text documents, high cost of shipping, high cost of printed materials (particularly serials), and on-demand needs by users. This service may be a lower priority due to the same issues.

	<b>Union List of Serials</b>	<b>ILL and BARC</b>	<b>Selective Group Access (GAC)</b>	<b>DOCLINE &amp; BHSL</b>	<b>Shared Database Purchasing</b>
<b>Target Audience</b>	All regional libraries	All regional libraries	Non-OCLC members	Hospitals	All regional libraries
<b>Services of the Program</b>	<ul style="list-style-type: none"> <li>○ Update non-OCLC member records.</li> <li>○ Encourage OCLC full-member updates.</li> <li>○ Training</li> </ul>	<ul style="list-style-type: none"> <li>○ Last resort ILL</li> <li>○ Training</li> <li>○ Annual workshop</li> <li>○ User group meetings</li> <li>○ Consulting</li> </ul>	<ul style="list-style-type: none"> <li>○ Agent services with OCLC</li> <li>○ Training</li> <li>○ Consulting</li> <li>○ Profiling</li> <li>○ Recruiting</li> <li>○ Billing</li> </ul>	<ul style="list-style-type: none"> <li>○ Occasional training</li> <li>○ Updates on any changes</li> </ul>	<ul style="list-style-type: none"> <li>○ Planning, needs assessment</li> <li>○ FirstSearch (Rte 13 Group)</li> <li>○ Wilson Full Text Select (Rte 1)</li> <li>○ Gale LRC (public only)</li> <li>○ NewsBank (all but specials)</li> </ul>
<b>Use in 2005</b>	Unknown	<ul style="list-style-type: none"> <li>○ ? requests</li> <li>○ ? fills</li> </ul>	<ul style="list-style-type: none"> <li>○ 25 Full OCLC members</li> <li>○ 16 GAC members</li> </ul>	13 libraries	<ul style="list-style-type: none"> <li>○ FS/Wilson: 150,000</li> <li>○ Gale: 17,839</li> <li>○ NewsBank: 41,285</li> </ul>
<b>Management</b>	<ul style="list-style-type: none"> <li>○ Annual work plan.</li> <li>○ RBDB proposal</li> <li>○ BARC service.</li> <li>○ Resource Sharing Committee</li> </ul>	<ul style="list-style-type: none"> <li>○ Annual work plan.</li> <li>○ RBDB proposal.</li> <li>○ BARC Service.</li> <li>○ Resource Sharing Committee</li> </ul>	<ul style="list-style-type: none"> <li>○ Annual work plan</li> <li>○ RBDB proposal</li> <li>○ Resource Sharing Committee.</li> <li>○ Will cease in 2006.</li> </ul>	<ul style="list-style-type: none"> <li>○ HLSP Five Year Plan</li> <li>○ Resource Sharing Committee</li> <li>○ HLSP Committee</li> </ul>	<ul style="list-style-type: none"> <li>○ RBDB Five Year Plan</li> <li>○ Jean Currie</li> <li>○ Danna Harris</li> <li>○ ACITS</li> </ul>
<b>Funding</b>	<ul style="list-style-type: none"> <li>○ RBDB</li> </ul>	<ul style="list-style-type: none"> <li>○ RBDB</li> <li>○ Operating</li> </ul>	<ul style="list-style-type: none"> <li>○ SCRLC Operating</li> <li>○ Fees</li> <li>○ Charge backs</li> </ul>	<ul style="list-style-type: none"> <li>○ Members' cost</li> </ul>	<ul style="list-style-type: none"> <li>○ Operating</li> <li>○ Fees</li> <li>○ Charge backs</li> </ul>

## Resource Sharing Subsidies

	<b>Resource Sharing Subsidy</b>	<b>NYS Medical ILL Subsidy (MISP)</b>	<b>Coordinated Collection Development (CCDA)</b>
<b>Target Audience</b>	All members	All members	Academic libraries
<b>Services</b>	Subsidy for regional sharing – 2:1 lending/borrowing ration	Subsidy to obtain health care information from Regional NLM document delivery providers. In 2006, will expand to allow databases etc.	Subsidy to support collection development for heaviest suppliers of ILL.
<b>Use in 2005</b>	44 libraries \$24,557	23 libraries \$41,354	24 libraries \$187,773
<b>Management</b>	<ul style="list-style-type: none"> <li>○ Board Policy</li> <li>○ Resource Sharing Committee</li> <li>○ BARC</li> <li>○ Board of Trustees</li> </ul>	<ul style="list-style-type: none"> <li>○ Plan approved by DLD</li> <li>○ Danna Harris</li> <li>○ Resource Sharing Committee</li> </ul>	<ul style="list-style-type: none"> <li>○ Plan approved by DLD</li> <li>○ Kathleen Jackson</li> </ul>
<b>Funding</b>	SCRLC Operating	NYS program funds	NYS program funds

## Regional Information Technologies Program

This program includes services related to library automation and other services provided as a result of current information technologies. It is linked closely with other programs such as education and training and resource sharing, as technology increasingly supports (and is required for) almost everything we do. The development of LakeNet as an Internet host has allowed us to meet changing demands for training, access to electronic information, improved sharing of resources (regional and remote), and changes in communication. It has supported the Council's leadership in information technologies for its membership.

	<b>Regional Bibliographic Databases (RBDB)</b>	<b>LakeNet Gateway</b>	<b>LakeNet Web Site</b>
<b>Target Audience</b>	All regional libraries	All regional libraries	All regional libraries
<b>Services</b>	<ul style="list-style-type: none"> <li>○ Implementation of regional projects: Resource sharing, ULS, BARC, regional databases, digitizing.</li> <li>○ Support for member-initiated projects</li> <li>○ Consulting</li> <li>○ Training</li> </ul>	<ul style="list-style-type: none"> <li>○ Virtual regional union catalog.</li> <li>○ One stop shopping search and ILL.</li> <li>○ Under review for continuation.</li> </ul>	<ul style="list-style-type: none"> <li>○ Internet access</li> <li>○ Information about SCLRC</li> <li>○ Links to regional libraries</li> <li>○ Links to NYS libraries</li> <li>○ LakeNet Gateway</li> <li>○ Database access</li> <li>○ Email</li> <li>○ Regional communication</li> <li>○ Regional discussion lists</li> </ul>
<b>Use in 2005</b>	5 projects \$219,149	<ul style="list-style-type: none"> <li>○ Work in progress</li> <li>○ Very few</li> </ul>	Not sure
<b>Management</b>	<ul style="list-style-type: none"> <li>○ RBDB Five Year Plan</li> <li>○ Annual Plan</li> <li>○ Jean Currie</li> <li>○ Danna Harris</li> <li>○ ACITS</li> <li>○ Board</li> <li>○ Outside Review Panel</li> </ul>	<ul style="list-style-type: none"> <li>○ Annual RBDB Plan</li> <li>○ ACITS</li> <li>○ St Clair</li> </ul>	<ul style="list-style-type: none"> <li>○ Annual work plan</li> <li>○ St Clair &amp; Jackson</li> <li>○ ClarityConnect (ISP)</li> <li>○</li> </ul>
<b>Funding</b>	<ul style="list-style-type: none"> <li>○ NYS Program Funds</li> <li>○ SCRLC Operating</li> </ul>	<ul style="list-style-type: none"> <li>○ Operating</li> <li>○ RBDB</li> </ul>	<ul style="list-style-type: none"> <li>○ Operating</li> </ul>

## Hospital Library Services Program

The HLSP is a categorically-aided statewide program for hospitals with “clinical” beds, identified by the Dept. of Health. There are 19 hospitals in the program, 4 with a professional librarian and 15 receiving circuit services or service from a remote hospital library. Often these services are provided from outside our region. The HLSP provides grants to hospital members for collection development, access to information, support for circuit services. The program also supports a portion of 2 Council salaries to provide consultation and to manage the program. This program is affected by the dramatic changes in healthcare – mergers, downsizing of clinical beds, increase in ambulatory and outpatient care, increase in consumer health needs, increase in healthcare management to contain costs.

	<b>Planning/Reporting</b>	<b>Consulting</b>	<b>Circuit Service</b>
<b>Target Audience</b>	Regional Hospital Libraries	Regional Hospital Libraries	Regional hospitals without a professional librarian
<b>Services</b>	<ul style="list-style-type: none"> <li>○ Grants to Hospitals</li> <li>○ Education and Training</li> <li>○ Automation and Technology</li> </ul>	<ul style="list-style-type: none"> <li>○ Oversee circuit services</li> <li>○ Telephone and on-site consulting</li> <li>○ Visits to hospital libraries</li> <li>○ Nurture close network of regional hospital libraries</li> </ul>	Information services provided for a fee electronically or in person from Guthrie HealthCare, U. of Rochester, Upstate, Strong.
<b>Use in 2005</b>		21 visits	<ul style="list-style-type: none"> <li>○ 15 hospitals receive services:               <ul style="list-style-type: none"> <li>8 from Guthrie</li> <li>2 From Miner Library. U. of R.</li> <li>1 Upstate Health Sciences</li> <li>2 UHS</li> <li>1 Bassett</li> <li>1 Cornell Medical School</li> </ul> </li> </ul>
<b>Management</b>	<ul style="list-style-type: none"> <li>○ Five Year Plan</li> <li>○ Annual Plan</li> <li>○ Board</li> <li>○ DLD</li> <li>○ Nora Hardy</li> <li>○ Kathleen Jackson</li> <li>○ HLSP Committee</li> </ul>	<ul style="list-style-type: none"> <li>○ Five Year Plan</li> <li>○ Annual Plan</li> <li>○ Board</li> <li>○ DLD</li> <li>○ Nora Hardy</li> <li>○ HLSP Committee</li> </ul>	<ul style="list-style-type: none"> <li>○ Five Year Plan</li> <li>○ Annual Plan</li> <li>○ Circuit providers</li> <li>○ DLD</li> <li>○ Nora Hardy</li> <li>○ HLSP Committee</li> </ul>
<b>Funding</b>	HLSP	HLSP	<ul style="list-style-type: none"> <li>○ HLSP</li> <li>○ Hospitals’ Funds</li> </ul>

## Miscellaneous

There are some programs/services that are not a high priority or do not fit the major programs. These are listed here. In addition there are other support services that are part of the administration of the Council: Board of Trustees, advocacy, professional responsibilities (associations etc.), business and personnel management, and general office support. These are not listed but undergird all we do, require funding, time and resources. The work of the Council is governed by: a strategic plan, SCRLC annual work plan, program plans (for categorically aided programs: RBDB, CCDA, HLSP, NYS Medical ILL Subsidy), grant proposals, SCRLC budget and Board policy.

	<b>Conservation and Preservation</b>	<b>Communication</b>	<b>Organizational Consulting</b>	<b>LSTA</b>
<b>Target Audience</b>	All regional libraries or staff	All regional library staff	All members or staff of members	All members may benefit.
<b>Services</b>	<ul style="list-style-type: none"> <li>○ Consulting</li> <li>○ Training</li> <li>○ Services provided as need arises or grants obtained</li> </ul>	<ul style="list-style-type: none"> <li>○ SCRLC Reports online</li> <li>○ Online discussion lists</li> <li>○ Email distribution lists</li> <li>○ Advisory Committees</li> <li>○ Annual Meeting</li> <li>○ Report Card to Members (customized by member)</li> <li>○ Annual Reports to Members</li> <li>○ Visits to members</li> </ul>	<ul style="list-style-type: none"> <li>○ Focus groups</li> <li>○ Informal consulting</li> <li>○ Referrals</li> </ul>	<ul style="list-style-type: none"> <li>○ Grant funded projects: Education and training</li> <li>○ Web-based training</li> <li>○ Consulting</li> <li>○ WOW units</li> <li>○ Statewide projects</li> </ul>
<b>Use in 2005</b>	<ul style="list-style-type: none"> <li>○ Grant for 7 workshops 2004/2005</li> </ul>	<ul style="list-style-type: none"> <li>○ 4 SCRLC Reports.</li> <li>○ Manage several discussion lists.</li> <li>○ Uncounted telecomm. contacts with members.</li> <li>○ 80 visits to members</li> </ul>	<ul style="list-style-type: none"> <li>3 sets of focus groups</li> <li>Uncounted contacts with members.</li> </ul>	<ul style="list-style-type: none"> <li>2 projects</li> <li>\$90,300</li> </ul>
<b>Management</b>	<ul style="list-style-type: none"> <li>○ Grant Proposals</li> <li>○ Jean Currie</li> <li>○ Nora Hardy</li> </ul>	<ul style="list-style-type: none"> <li>○ Jean Currie</li> <li>○ All staff involved</li> </ul>	<ul style="list-style-type: none"> <li>○ Jean Currie</li> <li>○ Nora Hardy</li> </ul>	<ul style="list-style-type: none"> <li>○ RBDB Five Year Plan</li> <li>○ Project Proposals</li> <li>○ Jean Currie</li> <li>○ Nora Hardy</li> <li>○ Danna Harris</li> <li>○ ACITS</li> <li>○ Board</li> </ul>
<b>Funding</b>	<ul style="list-style-type: none"> <li>○ Operating</li> <li>○ Grant Funds</li> </ul>	<ul style="list-style-type: none"> <li>○ Operating</li> <li>○ HLSP</li> </ul>	<ul style="list-style-type: none"> <li>○ Operating</li> <li>○ Charge backs</li> </ul>	<ul style="list-style-type: none"> <li>○ Federal Program Funds</li> <li>○ SCRLC Operating</li> </ul>

4. Section 5 of Online Plan:

*Shaded items are proposed high priority*

Element: Resource Sharing	Goals	Activities	Intended results	Evaluation methods
Cooperative collection development.	Manage CCDA program.	<p>Communicate with academic libraries and NYSL/DLD about the program.</p> <p>Help libraries complete forms, answer questions etc. Provide MOE information. Approve applications.</p> <p>Maintain ongoing records for the program.</p>	<p>Academic libraries will complete applications easily and receive funds in a timely manner.</p> <p>Interlibrary loan needs will be met from in-depth academic collections.</p>	<p>SCRLC will monitor online applications for completeness &amp; accuracy.</p> <p>ILL statistics.</p> <p>Monitor staff time/effort.</p>
Delivery	Offer resource sharing subsidy as funds permit.	<p>Budget the subsidy annually if possible.</p> <p>Obtain ILL statistics to develop the funding formula.</p> <p>Distribute funds annually.</p> <p>Review the funding formula periodically.</p>	<p>Members will be partially reimbursed for regional ILL and delivery costs.</p> <p>ILL costs for members will be reduced.</p>	<p>ILL statistics.</p> <p>Finance Committee will review annually.</p> <p>Resource Sharing Committee will provide advice.</p>
Interlibrary loan	<p>Support regional ILL using OCLC as the main resource sharing/ILL vehicle.</p> <p>-----</p> <p>Support last-resort ILL through BARC service. As needed</p> <p>-----</p> <p>Review new ILL technologies &amp; processes for possible implementation by, or subsidy for, members.</p> <p>-----</p> <p>Offer training in ILL</p>	<p>Encourage &amp; support use of OCLC as the ILL mechanism for the region through Resource Sharing program (help, training, staff support etc.)</p> <p>-----</p> <p>Maintain contract with BCC or other contractor for last-resort ILL, ULS maintenance.</p> <p>Monitor the service for continuation.</p> <p>-----</p> <p>Investigate OCLC Group ILL for region. Investigate &amp; support technologies such as Ariel, ILLiad and others for regional libraries.</p> <p>Support such implementations with RBDB funds where possible.</p> <p>-----</p> <p>Hold regular training session from Nylink</p>	<p>Library users get items not held in their library in a timely fashion.</p> <p>-----</p> <p>Libraries get a highest possible proportion of hard to find items sent to BARC.</p> <p>-----</p> <p>Users receive requested items more efficiently or faster.</p> <p>ILL management by members is improved.</p> <p>ILL costs are reduced.</p> <p>-----</p> <p>Library staff offer improved service to</p>	<p>ILL statistics obtained from members.</p> <p>-----</p> <p>Review BARC statistics.</p> <p>Monitor BARC MOU.</p> <p>Seek advice from Advisory Committee.</p> <p>-----</p> <p>Anecdotal evidence or reports from members.</p> <p>RBDB reports.</p> <p>-----</p> <p>Training evaluations.</p>

	<p>processes &amp; technology.</p> <p>-----</p> <p>Work with Advisory Committee.</p>	<p>or other providers. Hold User Group meetings.</p> <p>-----</p> <p>Hold regular committee meetings.</p>	<p>users through improved skills &amp; knowledge. ILL processes are more efficient &amp; less costly.</p> <p>-----</p> <p>Committee provides valuable advice to improve regional ILL.</p>	<p>-----</p> <p>Feedback from ILL staff.</p>
Virtual catalog	<p>Maintain LakeNet Gateway as long as needed.</p>	<p>Add member library IPs, ensure all links work, continue maintenance.</p> <p>Advertise widely.</p> <p>If not used, make decision on continuation.</p> <p>Seek substitute or alternative technology.</p>	<p>Members can search multiple online catalogs and databases efficiently.</p>	<p>Review transaction logs for use. Seek advice from Advisory Committees (Resource Sharing &amp; Automation)</p>
Union Catalog	<p>Continue to use records in OCLC and/or local online systems and/or LakeNet Gateway as a virtual union catalog.</p> <p>-----</p> <p>Monitor new technologies for possible regional union catalog implementation.</p> <p>-----</p> <p>Continue to support conversion of records to electronic form as long as needed.</p>	<p>Encourage members to add and maintain bibliographic records/holdings in OCLC or local systems.</p> <p>-----</p> <p>Investigate OCLC's Group Catalog or other appropriate products.</p> <p>-----</p> <p>Use RBDB funds to continue recon efforts as needed. Encourage enhancement or records, records for digital objects, etc.</p>	<p>Current bibliographic holdings for members are up-to-date &amp; easily accessible online. Regional ILL is supported by the greatest number of current holdings available.</p> <p>-----</p> <p>Improved ability to access regional bibliographic/holdings information. Less costly regional union catalog.</p> <p>-----</p> <p>Users can obtain needed materials through improved ability to find items.</p>	<p>ILL statistics. Anecdotal evidence from members and Resource Sharing Committee</p> <p>-----</p> <p>Region agrees to any new union catalog implementation.</p> <p>-----</p> <p>ILL statistics. Seek advice from advisory committees (Resource Sharing and Automation)</p>
Union list of serials	<p>Continue to maintain an online ULS in OCLC.</p>	<p>Encourage ongoing maintenance of serials records in OCLC by full members. Encourage records to be submitted by others to BARC for maintenance. Major publicity in Year 1.</p>	<p>Up-to-date serials information is easily found and used by member libraries for ILL &amp; collection development. Users obtain needed articles rapidly.</p>	<p>ILL statistics. Anecdotal evidence. Resource Sharing Committee monitors and advises.</p>

Other: MISP	Manage MISP Program	Expand uses of MISP funding per new Guidelines in 2006. Ensure funds are used to support access to healthcare information	Healthcare information is easily accessed by regional libraries at reduced cost to them.	Annual statistics on use of funds. Anecdotal evidence by fund/service recipients.
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<b>Element: Technology Services</b>	<b>Goals</b>	<b>Activities</b>	<b>Intended results</b>	<b>Evaluation methods</b>
Virtual Reference	Monitor VR efforts for possible region-wide implementation. (VR not expected to be implemented)	Track VR services. Seek advice of members for need in region.	VR implemented  Improved reference service for users.	Region agrees to VR implementation.
Digitizing	Implement 2002 regional digitizing plan.	Continue to seek funding to purchase CONTENTdm or a similar product, and hardware/software. Establish regional processes, best practices, priorities, etc. Holding training sessions. Solicit regional projects. Begin small projects. Just do it! Monitor digitizing activities/practices nationally.	<i>Southern Tier Memories</i> project will begin & contain regional digital materials and metadata.  Important or unique digitized materials from local collections available to researchers.	Project contains digital materials.  Transaction logs.  Members are able & willing to continue contributing objects to the project.
LakeNet	Maintain web site LakeNet.org	Complete current upgrade of site. Continue ongoing maintenance. Review site for major upgrade.	Members and others obtain current information about SCRLC, members, and programs and services.	Transaction logs. Anecdotal evidence. Member surveys.
RBDB Program	Manage RBDB Program to meet members' needs.	Continue annual review of program, funding, and projects.  Seek advice of ACITS as to priorities.  Continue funding databases, resource sharing, regional projects, digitizing as funds permit.	Regional resource sharing is supported with funds and services.  RBDB funds are spent effectively to meet members' needs.  Electronic databases are made available at low cost to members.  Regional or member information technology projects are supported.  Digitizing projects receive some support.	ILL statistics.  Annual reports on projects.  Database use statistics.  Items added to <i>Southern Tier Memories</i> .  Automation Committee feedback and advice.

<b>Element: Special Client Groups</b>	<b>Goals</b>		<b>Intended results</b>	<b>Evaluation methods</b>
Hospital Library Services Program	Continue to manage the HLSP to meet current information needs.	<p>Continue to contact all hospital libraries regularly.</p> <p>Support online, full text database if appropriate and funding is available.</p> <p>Continue offering grants to each hospital library to support collections, hardware, software, and circuit information services</p> <p>Provide education and training activities.</p> <p>Work with advisory committee to identify needs and develop services.</p> <p>Ongoing monitoring of various circuit services. See also MISP program</p>	<p>Hospital libraries will receive appropriate consulting and help.</p> <p>Hospital staff will have access to online full text information for improved patient care.</p> <p>Grants will enable hospital libraries to offer improved library services.</p> <p>Hospital library staff will improve skills and knowledge from training.</p> <p>Patient care is improved.</p> <p>Hospitals receive needed information services.</p>	<p>Reports and statistics from hospital libraries.</p> <p>Database use statistics.</p> <p>Training evaluations.</p> <p>Anecdotal evidence &amp; advice from hospital advisory committee.</p>
	Establish collaborations between nursing schools and regional hospitals.	Develop a plan for such collaborations: needs assessment, who are participants, what activities are needed, etc.	<p>Resources are shared.</p> <p>People networks are developed.</p> <p>Nursing education is improved.</p> <p>Patient care is improved.</p>	<p>Collaborations are developed and reported.</p> <p>Anecdotal reports.</p>

<b>Element: Continuing Education &amp; Training</b>	<b>Goals</b>	<b>Activities</b>	<b>Intended results</b>	<b>Evaluation methods</b>
	Provide educational activities to meet current and future needs of regional library staff.	<p>Identify training needs on an ongoing basis.</p> <p>Develop training to meet needs.</p> <p>Cooperate with others in offering training where possible.</p> <p>Work with advisory committee.</p> <p>Seek grant and other funding to support regional training.</p>	<p>Library users will receive improved service from trained library staff.</p> <p>Regional library staff will acquire skills and knowledge to provide service in a rapidly changing environment.</p>	<p>Anecdotal evidence.</p> <p>Training evaluations.</p>
	Offer a wide variety of educational activities.	<p>Offer traditional one-day workshops.</p> <p>Offer hands-on, short, summer, and other training sessions.</p> <p>Offer SIGS and other user group training opportunities.</p>	Participants can take advantage of different teaching styles, times, subjects etc. to meet their personal learning needs.	<p>Training evaluations.</p> <p>Advice from education and training advisory committee.</p>
	Monitor innovative & other continuing education options for possible regional implementation.	Investigate other options that might be implemented, eg web-based, other organizations, teleconferences etc.	Participants can take advantage of different teaching styles, times, subjects etc. to meet their personal learning needs.	<p>Training evaluations.</p> <p>Advice from education and training advisory committee.</p>

<b>Element: Consulting &amp; Technical Assistance</b>	<b>Goals</b>	<b>Activities</b>	<b>Intended results</b>	<b>Evaluation methods</b>
	Provide advice, referrals, and other consulting help as requested by members.	Provide assistance via email, phone or other means.	Members will receive solutions to their questions and/or problems.	Member feed back.
	Offer focus groups services to regional libraries.	Provide focus group sessions per year for regional library requesting. (Limit to 3 offerings per year). Help libraries plan and implement focus groups. Provide written (and oral if requested) reports to libraries.	Libraries will receive valuable user feedback to inform their planning.	Feed back from the library receiving the service Member feedback either anecdotally or by survey.

<b>Element: Coordinated Services</b>	<b>Goals</b>	<b>Activities</b>	<b>Intended results</b>	<b>Evaluation methods</b>
	Continue to act as agent for WALDO products/services.	Provide centralized billing. Provide training or updates as needed. Answer enquires about products, services, etc.	Members will receive good deals on electronic resources and reduce their costs.  Members will receive customized, efficient service from the SCRLC agent.	Member feedback. Increasing number of subscriptions.  Statistics on subscriptions managed.
	Act as a central agent for database, or other, products.	As funds permit, obtain databases for the region (eg FirstSearch, NewsBank etc.).  Provide centralized ordering and billing for products of value to regional or statewide libraries.	Members will obtain discounted electronic and other resources and reduce their costs.  Members will receive customized, efficient service from the SCRLC agent.	Member feedback.  Members continue to participate because of satisfaction.

<b>Element: Awareness &amp; Advocacy</b>	<b>Goals</b>	<b>Activities</b>	<b>Intended results</b>	<b>Evaluation methods</b>
	Make advocacy a high priority for the Council.	Form an advisory committee or task force to help plan efforts.  Develop a plan of action.	Legislators & other funding agencies are aware of SCRLC programs and services.	Additional funds are received.  Proposed activities are carried out.
	Develop new mechanisms for communicating with members about advocacy efforts	As part of plan of action, determine most appropriate mechanisms for communication.	SCRLC members participate in advocacy efforts.	Funds received.
	Collaborate with other organizations on library advocacy.	Participate with NYLA and other library systems for state advocacy. Provide training in marketing of, and advocacy for, libraries.	Joint efforts produce effective advocacy leading to improved funding for libraries.	Funds received.

<b>Element: Communications Among Members</b>	<b>Goals</b>	<b>Activities</b>	<b>Intended results</b>	<b>Evaluation methods</b>
	SCRLC staff have frequent contact with members.	Enhance contacts through increased visits, email, web-site, etc. Develop an annual plan for visits. Send regular "letter from the Director".	SCRLC is an important resource for members.  Members value their membership in SCRLC.	Member feedback  Surveys.
	Maintain LakeNet.org	Continue updating and reorganization of the web site.  Ensure web site, LakeNet.org is up-to-date, easy to use, and contains useful information through constant maintenance.	Members use web site to obtain needed information.	Transaction logs.  Surveys.
	Promote Council programs and services through multiple outlets in & out of the region.	Provide frequent updates about Council activities through: Email, web site, visits, handouts, online newsletter.  Use NYLINE & other mechanisms to advertise SCRLC activities.  Make presentations, posters etc. about SCRLC efforts.	Members make greater use of SCRLC programs and services to meet their needs.  Improved knowledge of SCRLC activities.  Increased participation in SCRLC activities by members & non-members.  Increased funding from out of region registrations.	Member feedback.  Surveys.  Anecdotal feedback from out of region.  Statistics.

<b>Element: Cooperative Efforts with other Systems</b>	<b>Goals</b>	<b>Activities</b>	<b>Intended results</b>	<b>Evaluation methods</b>
	Identify appropriate partnerships with regional systems.	Collaborate in training sessions.  Support other systems' efforts such as conferences, planning etc.	Programs and services meet needs of as many libraries and staff as possible.  Increased efficiency and effectiveness of activities.  Reduced costs for all systems.	Participant feedback.
	Work with other systems statewide to improve library services.	Obtain funding to support statewide training or other appropriate activities.  Work with NY3Rs to offer statewide programs (Academic Library Conference etc.)	Programs and services meet wide range of needs statewide.  Reduced costs and effort.	Participant feed back.

<b>Element: Other Goals</b>	<b>Goals</b>	<b>Activities</b>	<b>Intended results</b>	<b>Evaluation methods</b>
Administration	Manage SCRLC.	Annual program/services planning & reporting. Fiscal and personnel management. Support work of Board of Trustees.	Efficient and cost effective use of resources.	Balanced budget. No administrative problems.
	Celebrate 40 <sup>th</sup> Anniversary.	Hold Annual Meeting at BU. Invite past Board Members.	Members attend and celebrate.	Member feedback.
	Identify additional services or special projects to meet member needs. ----- Seek grants and other funding to improve services to members.	Use advisory committees, member input (anecdotal, surveys etc.) to gather information. ----- Apply for LSTA and other funding.	Identification of mechanisms to achieve the projects.  ----- Additional services or special projects are accomplished to meet member needs.	Plans and grant proposals developed.  ----- Project reports.

**South Central Regional Library Council  
Goals, Activities, and Intended Results**

*Shaded items are proposed high priority*

<b>Element: Resource Sharing</b>	<b>Goals</b>	<b>Activities</b>	<b>Intended results</b>	<b>Evaluation methods</b>
Cooperative collection development.	Manage Coordinated Collection Development Aid (CCDA) program.	<p>Communicate with academic libraries and NYSL/DLD about the program.</p> <p>Help libraries complete forms, answer questions etc. Provide MOE information. Approve applications.</p> <p>Maintain ongoing records for the program.</p>	<p>Academic libraries will receive funds in a timely manner.</p> <p>Interlibrary loan needs will be met from in-depth academic collections.</p> <p>Members complete applications easily.</p>	<p>SCRLC will monitor online applications.</p> <p>SCRLC will receive ILL statistics.</p> <p>Monitor staff time/effort.</p>
Delivery	Offer resource sharing subsidy as funds permit.	<p>Budget the subsidy annually if possible.</p> <p>Obtain ILL statistics to develop the funding formula.</p> <p>Distribute funds annually.</p> <p>Review the funding formula periodically.</p>	<p>Members will be partially reimbursed for regional ILL and delivery costs.</p> <p>ILL costs for members will be reduced.</p>	<p>ILL statistics received in a timely fashion.</p> <p>Finance Committee will review annually.</p> <p>Seek advisory committee advice.</p>
Interlibrary loan	<p>Support regional ILL using OCLC as the main vehicle.</p> <p>-----</p> <p>Support last-resort ILL through BARC service.</p> <p>-----</p> <p>Review current ILL technologies &amp; processes for possible implementation by, or subsidy for, members.</p>	<p>Encourage &amp; support use of OCLC as the ILL mechanism for the region through Resource Sharing program (help, training, staff support etc.)</p> <p>-----</p> <p>Maintain contract with BCC or other contractor for last-resort ILL, ULS maintenance.</p> <p>Monitor the service for continuation.</p> <p>-----</p> <p>Investigate OCLC Group ILL for region. Investigate &amp; support technologies such as Ariel, ILLiad and others for regional libraries.</p> <p>Support such implementations with</p>	<p>Library users get items not held in their library in a timely fashion.</p> <p>-----</p> <p>Libraries get a highest possible proportion of hard to find items sent to BARC.</p> <p>-----</p> <p>Users receive requested items more efficiently or faster.</p> <p>ILL management by members is improved.</p> <p>ILL costs are reduced.</p>	<p>ILL statistics obtained from members.</p> <p>-----</p> <p>Review BARC statistics. Monitor BARC MOU. Seek advice from Advisory Committee.</p> <p>-----</p> <p>Anecdotal evidence or reports from members. RBDB reports.</p>

	<p>----- Offer training in ILL processes &amp; technology. -----</p> <p>Work with Advisory Committee.</p>	<p>RBDB funds where possible.</p> <p>----- Hold regular training session from Nylink or other providers. Hold User Group meetings. -----</p> <p>Hold regular committee meetings.</p>	<p>----- Library staff offer improved service to users through improved skills &amp; knowledge. ILL processes are more efficient. -----</p> <p>Committee provides valuable advice to improve regional ILL.</p>	<p>----- Training evaluations. -----</p> <p>Feedback from ILL staff.</p>
Virtual catalog	Maintain LakeNet Gateway as long as needed.	<p>Add member library IPs, ensure all links work, continue maintenance.</p> <p>Advertise widely.</p> <p>If not used, make decision on continuation.</p> <p>Seek substitute or alternative technology if needed.</p>	Members can search multiple online catalogs efficiently.	Review transaction logs for use. Seek advice from Advisory Committees.
Union Catalog	<p>Continue to use records in OCLC and/or local online systems as a virtual union catalog.</p> <p>----- Monitor new technologies for possible regional union catalog implementation. -----</p> <p>Continue to support conversion of records to electronic form as needed.</p>	<p>Encourage members to add and maintain bibliographic records/holdings in OCLC or local systems.</p> <p>----- Investigate OCLC's Group Catalog or other appropriate products. -----</p> <p>Use RBDB funds to continue recon efforts as needed. Encourage enhancement or records, records for digital objects, etc.</p>	<p>Current bibliographic holdings for members are up-to-date &amp; easily accessible online. ILL is supported by the greatest number of current holdings available.</p> <p>----- Improved ability to access regional bibliographic/holdings information. Less costly regional union catalog. -----</p> <p>Users can obtain needed materials through improved ability to find items.</p>	<p>ILL statistics. Anecdotal evidence from members.</p> <p>----- Region agrees to any new implementation. -----</p> <p>ILL statistics. Seek advice from advisory committees.</p>
Union list of serials	<p>Continue to maintain an online ULS in OCLC.</p> <p>----- Investigate value of ULS. -----</p>	<p>Encourage ongoing maintenance of serials records in OCLC by full members. Encourage records to be submitted by others to BARC for maintenance. Major publicity in Year 1.</p> <p>----- Identify use, maintenance, &amp; need for ULS -----</p>	<p>Serials information is easily found and used by member libraries for ILL. Users obtain needed articles rapidly.</p> <p>----- Determine effort needed to maintain the ULS &amp; resources needed. -----</p>	<p>ILL statistics. Anecdotal evidence. Advisory Committee monitors.</p> <p>----- Anecdotal and statistics. -----</p>

Other: MISP	Manage Medical Information Services Program (MISP)	Expand uses of MISP funding per new Guidelines in 2006. Ensure funds are used to support access to healthcare information	Healthcare information is easily accessed by regional libraries	Annual statistics on use of funds. Anecdotal evidence by fund/service recipients.
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<b>Element: Technology Services</b>	<b>Goals</b>	<b>Activities</b>	<b>Intended results</b>	<b>Evaluation methods</b>
Virtual Reference	Monitor VR efforts for need for regional implementation.	Track VR services. Seek advice of members for need in region.	Plan for VR if needed.	Region agrees to VR implementation.
Digitizing	Implement regional digitizing plan.	Continue to seek funding to purchase CONTENTdm or a similar product, and hardware/software. Establish regional processes, best practices, priorities, etc. Holding training sessions. Solicit regional projects. Begin small projects. Just do it! Monitor digitizing activities/practices nationally.	<i>Southern Tier Memories</i> project will contain regional digital materials.  Important or unique digitized materials from local collections available to researchers.	Project contains digital materials.  Transaction logs.
LakeNet	Maintain web site LakeNet .org	Complete current upgrade of site. Continue ongoing maintenance. Review site for major upgrade.	Members and others obtain current information about SCRLC, members, and programs and services.	Transaction logs. Anecdotal evidence.
RBDB Program	Manage RBDB Program to meet member needs.	Continue annual review of program, funding, and projects.  Seek advice of ACITS as to priorities.  Continue funding databases, resource sharing, regional projects, digitizing as funds permit.	Regional resource sharing is supported with funds and services.  Electronic databases are made available at low cost to members.  Regional or member information technology projects are supported.  Digitizing projects receive some support.	ILL statistics.  Database use statistics.  Annual reports on projects.  Items added to <i>Southern Tier Memories</i> .

<b>Element: Special Client Groups</b>	<b>Goals</b>		<b>Intended results</b>	<b>Evaluation methods</b>
Hospital Library Services Program	Continue to manage the HLSP to meet current information needs.	<p>Continue to contact all hospital libraries regularly.</p> <p>Support online, full text database if appropriate and funding is available.</p> <p>Continue offering grants to each hospital library to support collections, hardware, software, and circuit information services</p> <p>Provide education and training activities.</p> <p>Work with advisory committee to identify needs and develop services.</p> <p>Ongoing monitoring of various circuit services. See also MISP program</p>	<p>Hospital libraries will receive appropriate consulting and help.</p> <p>Hospital staff will have access to online full text information for improved patient care.</p> <p>Grants will enable hospital libraries to offer improved library services.</p> <p>Hospital library staff will improve skills and knowledge from training.</p> <p>Patient care is improved.</p> <p>Hospitals receive suitable information services.</p>	<p>Staff reports and statistics.</p> <p>Use statistics.</p> <p>Reports from hospital libraries.</p> <p>Training evaluations.</p> <p>Anecdotal evidence &amp; advice from advisory committee.</p>
	Establish collaborations between nursing schools and regional hospitals.	Develop a plan for such collaborations: needs assessment, who are participants, what activities are needed, etc.	Resources are shared. People networks are developed. Nursing education is improved. Patient care is improved.	Collaborations develop. Anecdotal reports.

<b>Element: Continuing Education &amp; Training</b>	<b>Goals</b>	<b>Activities</b>	<b>Intended results</b>	<b>Evaluation methods</b>
	Provide educational activities to meet current and future needs of regional library staff.	Identify training needs. Develop training to meet needs. Cooperate with others in offering training where possible. Work with advisory committee. Seek grant and other funding to support regional training.	Library users will receive improved service from trained library staff. Regional library staff will acquire skills and knowledge to provide service in a rapidly changing environment.	Anecdotal evidence. Training evaluations.
	Offer a wide variety of educational activities.	Offer traditional one-day workshops. Offer hands-on, short, summer, and other training sessions. Offer orientation sessions (SCRLC services, Board etc.)	Participants can take advantage of different teaching styles, times, subjects etc. to meet their personal needs.	Training evaluations.
	Monitor innovative training methods for possible implementation.	Implement new and innovative training methods as needed or funds permit.	Participants can take advantage of different teaching styles, times, subjects etc. to meet their personal needs.	Training evaluations.

<b>Element: Consulting &amp; Technical Assistance</b>	<b>Goals</b>	<b>Activities</b>	<b>Intended results</b>	<b>Evaluation methods</b>
	Provide advice, referrals, and other consulting help as requested by members.	Provide assistance via email, phone or other means.	Members will receive solutions to their problems.	Member feed back.
	Offer focus groups services to regional libraries.	Provide focus group sessions per year for regional library requesting. (Limit to 3 offerings per year). Help libraries plan and implement focus groups. Provide written (and oral if requested) reports to libraries.	Libraries will receive valuable user feedback to inform their planning.	Member feedback.

<b>Element: Coordinated Services</b>	<b>Goals</b>	<b>Activities</b>	<b>Intended results</b>	<b>Evaluation methods</b>
	Continue to act as agent for WALDO products.	Provide centralized billing. Provide training or updates as needed. Answer enquires about products, services, etc.	Members will receive good deals on electronic resources and reduce their costs.	Member feedback.
	Act as a central agent for database, or other, products.	As funds permit, obtain databases for the region (eg FirstSearch, NewsBank etc.). Provide centralized ordering and billing for products of value to regional or statewide libraries.	Members will obtained discounted electronic and other resources and reduce their costs.	Member feedback. Members continue to participate.

<b>Element: Awareness &amp; Advocacy</b>	<b>Goals</b>	<b>Activities</b>	<b>Intended results</b>	<b>Evaluation methods</b>
	Make advocacy a high priority for the Council.	Form an advisory committee or task force to help plan efforts.  Develop a plan of action.  Implement plan.	Legislators are aware of SCRLC programs and services.  SCRLC members become more involved in advocacy.	Additional funds are received.  Proposed activities carried out.
	Develop new mechanisms for communicating with members about advocacy efforts	As part of plan of action, determine most appropriate mechanisms for communication.	SCRLC members participate in advocacy efforts.	Funds received.
	Work with other organizations on library advocacy.	Participate with NYLA and other library systems for state advocacy. Provide training in marketing of, and advocacy for, libraries.	Joint efforts produce effective advocacy leading to improved funding.	Funds received.

<b>Element: Communications Among Members</b>	<b>Goals</b>	<b>Activities</b>	<b>Intended results</b>	<b>Evaluation methods</b>
	Frequent contact with members.	Enhance contacts through increased visits, email, web-site, etc. Develop an annual plan for visits. Send regular "letter from the Director".	SCRLC is an important resource for members. Members value their membership in SCRLC.	Member feedback. Surveys.
	Maintain LakeNet.org	Continue updating and reorganization of the web site.  Ensure web site, LakeNet.org is up-to-date, easy to use, and contains useful information through constant maintenance.	Members use web site to obtain needed information.	Transaction logs. Surveys.
	Promote Council programs and services through multiple outlets.	Provide frequent updates about Council activities through: Email, web site, visits, handouts, online newsletter.	Members make greater use of SCRLC programs and services to meet needs.	Member feedback. Surveys.
	Promote SCRLC activities as appropriate beyond the region.	Use NYLINE and other mechanisms to advertise Council activities.  Make presentations, posters etc. about SCRLC efforts.	Improved knowledge of SCRLC activities.  Participation in activities by non-members.  Increased funding from out of region registrations.	Feedback from out-of-region.  Increased participation in events.

<b>Element: Cooperative Efforts with other Systems</b>	<b>Goals</b>	<b>Activities</b>	<b>Intended results</b>	<b>Evaluation methods</b>
	Identify appropriate partnerships with regional systems.	Collaborate in training sessions.  Support other systems' efforts such as Books Abound Conference.	Programs and services meet needs of as many libraries and staff as possible.  Increased efficiency and effectiveness of activities.  Reduced costs for all systems.	Participant feedback.
	Work with other systems statewide to improve library services.	Obtain funding to support statewide training or other appropriate activities.  Work with NY3Rs to offer statewide programs (Academic Library Conference etc.)	Programs and services meet wide range of needs statewide.  Reduced costs and effort.	Participant feed back.

<b>Element: Other Goals</b>	<b>Goals</b>	<b>Activities</b>	<b>Intended results</b>	<b>Evaluation methods</b>
Administration	Manage SCRLC.	Annual program/services planning & reporting. Fiscal and personnel management. Support work of Board of Trustees.	Efficient and cost effective use of resources.	Balanced budget. No administrative problems.
	Celebrate 40 <sup>th</sup> Anniversary.	Hold Annual Meeting at BU. Invite past Board Members.	Members attend and celebrate.	Member feedback.
	Identify additional services or special projects to meet member needs. ----- Seek grants and other funding to improve services to members.	Use advisory committees, member input (anecdotal, surveys etc.) to gather information. ----- Apply for LSTA and other funding.	Identification of mechanisms to achieve the projects. ----- Additional services or special projects are accomplished to meet member needs.	Plans and grant proposals developed. ----- Project reports.