

Updated Matrix of Visions, Goals, Objectives Sorted by Priority and Role 5/30/2017

Vision Statements: We envision a future state where....	Goals	Objectives	What is ILF Role	Immediate or Long-term	Sample activities (to be completed later)
Value of libraries "communities strongly support, value and utilize libraries."	b Increase the impact of Indiana libraries on the quality of life of Hoosiers and life-long learning opportunities.	3 Expand pro-active backing by x key influencers and decision-makers for library services by 20xx	ILF Core	2017-2019	1. Train how to facilitate a conversations with board/advocate to understand impact of library in organization. 2.Complete relationship and member-district mapping statewide by 2018. 3. Identify at least 50 legislative supporters in the IGA. 4. Develop multi-year strategy with prioritized legislative initiatives to build public will toward major legislative re-write.
Responsive to Communities "libraries are highly responsive to the changing needs of their communities."	d Remove barriers that inhibit good stewardship of library and community resources.	10 Increase members understanding and implementation of # of process improvements that serve changing community needs by 20xx.	ILF Core	2017-2019	
Responsive to Communities "libraries are highly responsive to the changing needs of their communities."	e Champion new strategies and collaborations that address emerging community needs.	13 Develop x relationships with other statewide organizations that support members' collaborations, resulting in at least 1 formal collaboration.	ILF Core	2017-2019	Develop list of potential partners, assess opportunities, and explore specific relationships.
Exceptional Staff "library staff have the skills and knowledge to provide exceptional service."	j Promote changes in professional education and training that reflect current required skills and competencies.	26 Increase Return on Investment by x% each year on ILF-led training by decreasing cost-prohibitive training processes and increasing the impact on participants' skills and competencies.	ILF Core	2017-2019	1. Develop cohort model for long-term skill-building and behavior change on most important topics. 2. Coordinate conferences, minimizing duplication and exploring opportunities for collaboration.
Exceptional Staff "library staff have the skills and knowledge to provide exceptional service."	k Enhance learning opportunities for all library staff.	28 Increase membership by non-MLS staff by 25% by 2019.	ILF Core	2017-2019	Conduct needs assessment of non-MLS Staff. Design program offerings based on needs assessment .Conduct membership drive with non-MLS staff members.
ILF Organizational Strength "libraries and library staff are served and led by a strong, stable, and vibrant statewide organization."	l Demonstrate clarity of organizational mission and goals for ILF.	29 Decrease the number of overlapping (duplicative) meetings and events by 50%.	ILF Core	2017-2019	Adopt Strategic Plan and revised governing documents by November 2017.
ILF Organizational Strength "libraries and library staff are served and led by a strong, stable, and vibrant statewide organization."	l Demonstrate clarity of organizational mission and goals for ILF.	30 Realign organizational structure to better support mission and strategic goals by 2018.	ILF Core	2017-2019	
ILF Organizational Strength "libraries and library staff are served and led by a strong, stable, and vibrant statewide organization."	l Demonstrate clarity of organizational mission and goals for ILF.	31 Develop organizational effectiveness report based on Seven Measures of Remarkable Associations and Strategic Plan Priorities by 2018.	ILF Core	2017-2019	Study and assess Seven Measures as measure of association effectiveness.
ILF Organizational Strength "libraries and library staff are served and led by a strong, stable, and vibrant statewide organization."	l Demonstrate clarity of organizational mission and goals for ILF.	32 Increase the number of ILF members by x% by 20xx?	ILF Core	2017-2019	re-engage lapsed members and Hoosier members of ALA who are not also members of ILF

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<p>ILF Organizational Strength</p> <p>"libraries and library staff are served and led by a strong, stable, and vibrant state-wide organization."</p>	<p>I Demonstrate clarity of organizational mission and goals for ILF.</p>	<p>33 Increase net assets by x% every year.</p>	<p>ILF Core</p>	<p>2017-2019</p>	<p>Update investment policy for long-term growth for programmatic needs and to maintain adequate operational reserves.</p>
<p>ILF Organizational Strength</p> <p>"libraries and library staff are served and led by a strong, stable, and vibrant state-wide organization."</p>	<p>I Demonstrate clarity of organizational mission and goals for ILF.</p>	<p>34 Increase non-membership (or member-derived) income by x% each year.</p>	<p>ILF Core</p>	<p>2017-2019</p>	<p>Seek grants, contributions and increased event and programmatic sponsorship.</p>
<p>ILF Organizational Strength</p> <p>"libraries and library staff are served and led by a strong, stable, and vibrant state-wide organization."</p>	<p>n Maximizes impact of volunteers and effectiveness of use of their time through strong volunteer experiences.</p>	<p>35 Increase the % of volunteers reporting meaningful and effective experience on volunteer survey</p>	<p>ILF Core</p>	<p>2017-2019</p>	<p>Develop strong volunteer engagement program that enables staff to build skills and relationships for their next position.</p>
<p>ILF Organizational Strength</p> <p>"libraries and library staff are served and led by a strong, stable, and vibrant state-wide organization."</p>	<p>n Maximizes impact of volunteers and effectiveness of use of their time through strong volunteer experiences.</p>	<p>36 Increase the participation in meaningful volunteer engagement activities by # or % by 2019.</p>	<p>ILF Core</p>	<p>2017-2019</p>	<p>recruit, train, and engage volunteers in different roles in organization</p>
<p>ILF Organizational Strength</p> <p>"libraries and library staff are served and led by a strong, stable, and vibrant state-wide organization."</p>	<p>Strengthen benefits of membership and participation in ILF.</p>	<p>37 Evaluate and launch 2 cost-saving and collaborative benefits available to institutional members by 20??.</p>	<p>ILF Core</p>	<p>2017-2019</p>	<p>examples might include pooling insurance, technology expertise, utility savings, etc.</p>
<p>ILF Organizational Strength</p> <p>"libraries and library staff are served and led by a strong, stable, and vibrant state-wide organization."</p>	<p>Strengthen benefits of membership and participation in ILF.</p>	<p>38 Reorganize membership dues structure to align with benefits and sustainable business model by 20??</p>	<p>ILF Core</p>	<p>2017-2019</p>	
<p>Value of libraries</p> <p>"communities strongly support, value and utilize libraries."</p>	<p>a Maximize positive public opinion concerning the essential role of libraries.</p>	<p>2 Demonstrate continued increase in public opinion on the values of libraries by x% in 20xx.</p>	<p>ILF-ALA shared</p>	<p>2017-2019</p>	<p>Baseline survey data by ? Begin message poll-testing with ALA by 20xx. Consider partnership with public media or others. Update ROI study about libraries.</p>
<p>Value of libraries</p> <p>"communities strongly support, value and utilize libraries."</p>	<p>a Maximize positive public opinion concerning the essential role of libraries.</p>	<p>1 Build infrastructure in 2018 to support state-wide communications/ marketing campaign by 20xx</p>	<p>ILF-ISL shared</p>	<p>2017-2019</p>	<p>Revamp communications committee. Grant application. Develop key messages. Provide customized messaging for use in marketing especially social media, for FB, twitter, etc.</p>
<p>Information Literacy</p> <p>"people find and use information effectively and ethically."</p> <p>"libraries lead Hoosiers into the future of information science."</p>	<p>h Advance the emphasis of information literacy as a 21st Century Skill needed by all students/residents in Indiana.</p>	<p>21 Develop on-going dialogue with Association of Indiana Superintendents by 20xx. Or more definitely "Increase school administrator's opinion of the value of library staff"</p>	<p>ILF-ISL shared</p>	<p>2017-2019</p>	<p>Develop working relationship and dialogue with school superintendents.</p>

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Exceptional Staff "library staff have the skills and knowledge to provide exceptional service."	k Enhance learning opportunities for all library staff.	27 Provide x training opportunities that are targeted for non-MLS library staff each year.	ILF-ISL shared	2017-2019	Conduct needs assessment of non-MLS Staff. Design program offerings based on needs assessment .
"libraries are highly responsive to the changing needs of their communities."	e Champion new strategies and collaborations that address emerging community needs.	12 Improve visibility of libraries responsiveness to community needs through external communications by x% by 20xx.	ILF-ISL-ALA shared	2017-2019	proposals to present at sector-specific conferences outside of library field. Expand ILF memberships in statewide organizations, encouraging volunteer participation with ILF. Increase training offerings on change management for
Responsive to Communities "libraries are highly responsive to the changing needs of their communities."	e Champion new strategies and collaborations that address emerging community needs.	14 Support partnerships and collaborations that work to increase the number of residents with broadband access by #%.	ISL-ILF shared	2017-2019	Partner with related organizations for a concerted legislative and business initiative to expand affordable broadband.
Innovations "libraries initiate and implement innovations."	f Expand libraries ability to implement and showcase innovative technologies and strategies.	15 Provide x training opportunities that focus on new and innovative uses and culture of change.	ISL-ILF shared	2017-2019	1. Steal/borrow/model a tech summit, change management cohort or other topic. 2. Provide toolkits and program templates. 3. Public awareness campaign about the role of libraries as a place for discovery and creation with technology
"libraries initiate and implement innovations."	g Nurture collaborative efforts around technology and programming in libraries.	17 Support and advocate for opportunities for consortium and collaborations that result in cost-savings of x and improved experience for patrons by 20xx.	ALI-PALNI-MCLS-ILF	2020 and beyond	Convene a vendor meeting with major customers to explore alternative models.
Exceptional Staff "library staff have the skills and knowledge to provide exceptional service."	j Promote changes in professional education and training that reflect current required skills and competencies.	23 By 20xx, x% of ILF members will report that certain higher education programs in Indiana which prepare library staff are aligned with skills needed by today's libraries.	ILF Advocate to higher ed and ALA	2020 and beyond	Convene forum at annual meeting
Exceptional Staff "library staff have the skills and knowledge to provide exceptional service."	j Promote changes in professional education and training that reflect current required skills and competencies.	25 By 20xx, ILF will facilitate research that will help determine the appropriate compensation package for library staff.	ILF Advocates for research	2020 and beyond	Determine definition of "market rate." Annual analysis of pay structure.
Innovations "libraries initiate and implement innovations."	g Nurture collaborative efforts around technology and programming in libraries.	18 Increase members understanding of effective innovations and promising practices by x% in 20xx.	ILF Core	2020 and beyond	Facilitate difficult conversations and training about change management. Host a monthly tech show and tell that is web-based and association wide
Innovations "libraries initiate and implement innovations."	f Expand libraries ability to implement and showcase innovative technologies and strategies.	16 Develop or promote recommendations on minimum technology competencies for all library staff.	ILF-ALA shared	2020 and beyond	Explore models from other states, assess and implement here.
Value of libraries "communities strongly support, value and utilize libraries."	b Increase the impact of Indiana libraries on the quality of life of Hoosiers and life-long learning opportunities.	4 "Increase public financial support by an average of x% per year" or "Sustain public financial support at current levels"	ILF-ISL shared	2020 and beyond	1. Maintain library funding in state budget. 2. Explore cost saving initiatives such as group purchasing.
Value of libraries "communities strongly support, value and utilize libraries."	c Promote library service access to all.	8 Increase library utilization by all and utilization and participation in leadership by disenfranchised and marginalized communities by x% by 20??	ILF-ISL shared	2020 and beyond	Intentionally promote programs targeting disenfranchised and marginalized communities. Nominate programs for awards. Train library staff on cultural competency and targeted outreach.
"libraries are highly responsive to the	d Remove barriers that inhibit good stewardship of library and community resources	9 Enhance libraries' ability to be responsive to their communities by promoting changes in administrative rules and requirements	ILF-ISL shared	2020 and beyond	the unique features in partnering with school, college or public libraries. Reduce by x the accounting and audit barriers that inhibit partnerships with
Value of libraries "communities strongly support, value and utilize libraries."	b Increase the impact of Indiana libraries on the quality of life of Hoosiers and life-long learning opportunities.	5 Create # innovative collaborations to maximize existing resources and demonstrate cost savings to communities.	ILF-ISL-MCLS shared	2020 and beyond	

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<p>Information Literacy</p> <p>“people find and use information effectively and ethically.”</p> <p>“libraries lead Hoosiers into the future of information science.”</p>	<p>i</p> <p>Reinforce the traditional library role as a place for community dialogue and participation.</p>	<p>22</p> <p>% of library patrons and community members that believe the library is an effective promoter of an engaged citizenry and democracy.</p>	<p>ILF-Other shared (ALA, MCLS), where ILF promotes</p>	<p>2020 and beyond</p>	<p>1. Conduct trainings on civil dialogue and how to reflect community concerns and needs and work through content partners. 2.Promote civic engagement activities 3. Include civic engagement in public relations campaigns and surveys.</p>
<p>Information Literacy</p> <p>“people find and use information effectively and ethically.”</p> <p>“libraries lead Hoosiers into the future of information science.”</p>	<p>h</p> <p>Advance the emphasis of information literacy as a 21st Century Skill needed by all students/residents in Indiana.</p>	<p>19</p> <p>Increase by x% the number of students with information literacy skills necessary for college and career readiness by 20xx.</p>	<p>ILF-Other shared (ALI, ALA, etc)</p>	<p>2020 and beyond</p>	<p>Evaluate current college and career readiness assessment and identify information literacy skills.</p>
<p>Information Literacy</p> <p>“people find and use information effectively and ethically.”</p> <p>“libraries lead Hoosiers into the future of information science.”</p>	<p>h</p> <p>Advance the emphasis of information literacy as a 21st Century Skill needed by all students/residents in Indiana.</p>	<p>20</p> <p>Increase by x the number of adults with information skills required for the workforce of the future by 20xx.</p>	<p>ILF-Other shared (DWD, Higher ed, etc)</p>	<p>2020 and beyond</p>	<p>Explore targeted relationships wit DWD and ISTEM Resource Network or other statewide organizations that are focused on tech and literacy.</p>
<p>Exceptional Staff</p> <p>“library staff have the skills and knowledge to provide exceptional service.”</p>	<p>j</p> <p>Promote changes in professional education and training that reflect current required skills and competencies.</p>	<p>24</p> <p>By 20xx, x% of ILF members will report that training programs provided to staff employed in libraries are aligned with skills needed today and in the future.</p>	<p>ILF-Other shared (higher ed)</p>	<p>2020 and beyond</p>	<p>Include question in annual survey of ILF members.</p>
<p>Value of libraries</p> <p>“communities strongly support, value and utilize libraries.”</p>	<p>c</p> <p>Promote library service access to all.</p>	<p>7</p> <p>Increase percentage of Indiana (population and geography) that is covered by a library service area by x% by 20xx.</p>	<p>ISL-ILF shared</p>	<p>2020 and beyond</p>	<p>1. Conduct a training session about best practices in recent successful library service district expansions. 2. Develop multi-year strategy with legislative changes that result in increased access and build public awareness toward larger legislative re-write.</p>
<p>Value of libraries</p> <p>“communities strongly support, value and utilize libraries.”</p>	<p>b</p> <p>Increase the impact of Indiana libraries on the quality of life of Hoosiers and life-long learning opportunities.</p>	<p>6</p> <p>Increase non-gov’t funding opportunities available by \$x by 20xx.</p>	<p>TBD</p>	<p>2020 and beyond</p>	<p>1. Secure funding to distribute funds to incentivize new strategic work by member libraries. 2.provide sample proposals for use in local communities with other funding partners. 3. Amend library code, making it easier for libraries to merge.</p>

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