



SOUTH DAKOTA LIBRARY ASSOCIATION

2016 – 2018 Strategic Plan

The South Dakota Library Association has been operating as a library association for over 100 years. The 2016 - 2018 Strategic Plan poises us for the next century through overarching goals of professional development, advocacy, marketing, and communication.

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EXECUTIVE SUMMARY

The South Dakota Library Association (SDLA) serves South Dakota libraries and library staff. During the fall of 2015, SDLA initiated a strategic planning process to improve services to its members and strengthen the organization. SDLA Executive Board assessed institutional data, membership survey feedback, and a state-by-state library association strategic plan comparison prior to the planning meeting in October 2015. After discerning the data and the capacity of the organization, the following four goals were defined for the 2016 – 2018 strategic plan:

Professional Development. SDLA membership conveyed in the survey that professional development is both a strength and a high priority. In response to the feedback, the plan addresses improvements to the SDLA Annual Conference and Branch Out Conference. SDLA will investigate offering professional development opportunities online for librarians and support staff who are unable to attend the conferences due to distance, budgetary constraints, or staffing coverage issues. Promoting library careers through defining career paths, listing available jobs, and providing helpful tips is a high priority in the plan.

Advocacy. Similar to professional development, SDLA membership indicated via survey that advocacy for South Dakota libraries and their staff was a critical service they requested SDLA to maintain. The plan empowers local libraries, library staff and trustees, and library friends to advocate for important quality and sustainability factors by creating and deploying an advocacy tool kit.

Marketing. An important strategy to recruit and retain membership will be to develop and execute a comprehensive marketing plan. Marketing through the website and other venues will not only increase awareness of SDLA but spotlight issues important to SDLA.

Communication. SDLA, as a state-wide professional organization, needs strong communication processes and venues in order to serve their diverse membership that covers a large geographic area in an efficient and timely basis. Although the membership feedback was overall positive, there were several specific suggestions for improvement. Book Marks received high praise in the membership survey. The plan launches a more aggressive social media and blog campaign. To complement the marketing plan, the plan outlines a networking strategy to retain members and increase support.

The plan poises SDLA to increase their membership base primarily through the benefits of professional development and networking. The plan also seeks to increase support of the South Dakota library community through strong advocacy action at the local and state-wide level.

STRATEGIC PLAN PROCESS

During the fall of 2015, the South Dakota Library Association contracted the services of Sage Project Consultants for the development of a comprehensive strategic plan. The intent of this strategic plan was to outline the directional priorities for SDLA, based largely on feedback from key stakeholders, primarily SDLA membership.

The first step was to attain feedback and gauge areas of interest from SDLA membership via online survey response collection tool in August 2015. The survey questions were uploaded to an online survey response collection tool (SurveyMonkey.com) and hyperlinked in an e-mail distributed by SDLA Executive Secretary/Treasurer, Stephanie Brewer, on September 2, 2015. The e-mail was signed by Kathy Wibbels, SDLA President and urged the membership and key stakeholders to participate in the survey. Two reminder e-mails were distributed within a week of its original distribution to encourage participation. The survey was closed for responses on September 18, 2015. 118 stakeholders, or 26% responded to the survey providing varied levels of feedback.

The survey results were summarized in a report titled "South Dakota Membership Survey | 2015" and was distributed to the SDLA Executive Board on October 12, 2015 in preparation for a strategic planning meeting on October 16, 2015.

At the SDLA Executive Board strategic planning meeting in Chamberlain, South Dakota, the Board developed draft goals and objectives based on membership feedback and their own observations.

The South Dakota Library Association

Board of Directors chose four goals:

1. **Professional Development**
2. **Advocacy**
3. **Marketing**
4. **Communication**

In November and December 2015, SDLA Board of Directors further developed the objectives, activities, timeline, and budget implications. The Board of Directors began implementing the plan in January 2016.

MEMBERSHIP SURVEY SUMMARY

In August 2015, a total of 454 current and expired members were invited to respond to the online survey; 118 stakeholders, or 26% responded to the survey providing varied levels of feedback. The respondents completed both qualitative (open-ended) and quantitative questions. The following summary highlights the survey responses:

The following SWOT table summarizes the strengths, weaknesses, opportunities, and threats. Additional points were added by the SDLA Executive Board at their planning meeting.

STRENGTHS

- Annual conference
- Branch Out
- Book Marks
- Networking
- Scholarships
- Communication
- Inclusive of all library types and stakeholders

OPPORTUNITIES

- Advocacy
- Professional development
- Better communication
- Networking
- Library funding
- Collaboration between libraries
- Small library support
- Marketing
- Continuing education

WEAKNESSES

- Advocacy to local and state policy makers
- Marketing SDLA to stakeholders
- Public education of library value and services
- Membership decline

THREATS

- Library sustainability via funding
- Legislation action or inaction to support libraries
- Public perception of library sustainability
- Library staff education standards
- K-12 budget cuts
- Libraries or agencies not paying dues for employees

Eighty percent (80%) believe SDLA was an important resource to librarians. Twenty-two (22%) believe SDLA was very effective in fulfilling its mission; 62% believe SDLA was somewhat effective in fulfilling its mission. Most respondents indicated they were willing to give 2 – 4 hours per month as SDLA volunteer commitment.

Membership identified the following significant trends that might have an impact on library services and management: public perception of the value of library, reduced client attendance at some libraries, space decisions, technology and electronic collections, funding sustainability, integrated library network, and staffing challenges.

Barriers to libraries include lack of sustainable and/or sufficient funding, lack of integrated library network, public perception of value of libraries, and education standards for librarians particularly in K-12 education settings.

Sixty-seven (67%) of responding librarians rely on SDLA to provide continuing education. Fifty-five percent (55%) of responding library support staff rely on SDLA to provide continuing education.

Forty-three percent (43%) of respondents attended the conferences every year for the last three years. Twenty-one percent (21%) attended two out of the three years, 23% attended one out of three years. Thirteen percent (13%) have not attended a conference in the last three years. Respondents provided suggestions on scheduling, programming, advertising, registration, and online options.

Thirty-five percent (35%) of the respondents attended a Branch Out conference. The suggestions were similar to annual conference (e.g., scheduling, staff coverage, and budget constraints).

Eighty percent (80%) prefer electronic communication (Book Marks, etc.) or have no preference.

Respondents acknowledge the website has improved and provided specific suggestions. Overall, respondents appreciate Book Marks and found it and other SDLA communications useful to their library and personally.

The scholarships SDLA facilitates were marked highly; advertising the scholarships was the primary suggestion.

Ninety-four percent (94%) of respondents agree or strongly agree that state legislative advocacy is an important role of SDLA. The highest critical legislative issues listed were State Library support, library funding sustainability, integrated library network, technology upgrades, and K-12 certified librarian standards.

Respondents listed the following needs should be addressed in the strategic plan:

- ✓ **Advocacy.** Several respondents feel strongly the mission or purpose of SDLA is to advocate for libraries and those that staff the libraries at both a local and state level in order to leverage funding and policies.
- ✓ **Sustainable and sufficient funding.** Public funding sources supporting to libraries continue to remain level or shrink making it increasingly difficult to competitively compensate staff, keep up with technology, and serve their patrons.
- ✓ **Professional Development.** The SDLA Annual Conference and Branch Out are important services provided to the South Dakota library community. Suggestions for improvement are listed in the report. Networking and mentoring are also important components for the South Dakota library community.

- ✓ **Librarian Qualifications.** South Dakota K-12 schools do not require certified librarians in their districts. Several survey respondents expressed concern on the quality of the libraries and subsequently student outcomes as a result.
- ✓ **Communication.** All-in-all, the SDLA website and Book Marks received favorable marks. Suggestions for improvement are listed in the report.
- ✓ **Technology.** Technology has been and will continue to be both a strength and weakness for South Dakota libraries. Electronic collections have increased as has the challenge to keep up with software and hardware upgrades, the cost to keep up, staff training, and patron education.
- ✓ **State Library Resources.** The loss of the South Dakota Library Network was noted by several respondents as a detriment to their libraries. Many respondents also expressed concern of continued viable support for the South Dakota State Library.

The SDLA Executive Board thoughtfully considered and incorporated feedback from the survey into the 2016 – 2018 strategic plan.

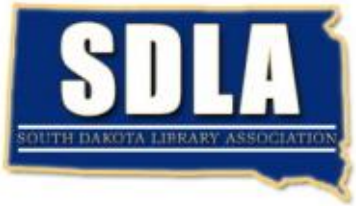
South Dakota Library Association

MISSION

The South Dakota Library Association (SDLA) is a statewide organization representing libraries, library employees, library trustees, and library supporters. SDLA provides leadership and educational opportunities, and advocates for its members in meeting the challenges of providing quality library service to all South Dakotans

GOALS

- A. **Professional Development.** Offer face-to-face and online professional development opportunities to SDLA membership.
- B. **Advocacy.** Increase awareness of the role of 21st century libraries in South Dakota Communities in order to increase sustainable support.
- C. **Marketing.** Develop a comprehensive marketing plan to recruit and retain membership as well as highlight important messages for the South Dakota library community.
- D. **Communication.** Increase communication to the membership to provide support and resources.



Goal A – Professional Development.

Offer face-to-face and online professional development opportunities to SDLA membership.

Objective A.1: Increase participation in the Annual Conference from the historical average of 162 per year (baseline average 2012 to 2014) to 190 per year (target average from 2016 to 2018).

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
A.1.1	Assess the effectiveness of the conference through post-conference surveys or interviews. Based on data, recommend format improvements.	SDLA Past President	December 31 st annually

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
A.1.2	Each section shall provide topics and speaker suggestions through the Call for Proposal process.	SDLA President and section chairs	March 1 st annually

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
A.1.3	Post conference sessions on the SDLA website within three weeks of the conference. Advertise the posted session before, during, and after the conference through conference marketing, Facebook, and Twitter. Track the number of website hits of the conference sessions to measure effectiveness.	EST	Launch by 2017

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
A.1.4	Archive annual conference book.	Book Marks Editor	Annually

Objective A.2: Increase participation in the Branch Out from the historical average of 42 per session (baseline average 2010 to 2014) to 50 per session (target average from 2016 to 2018).

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
A.2.1	Pilot live video stream for the 2018 Branch Out conference. Assess participation and feedback to determine if live streaming should continue.	Support Staff Section Chair	2018

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
A.2.2	Post Branch Out on the SDLA website within three weeks. Advertise the posted sessions before, during, and after the event through social media. Track the number of website hits to measure effectiveness.	Support Staff Section Chair / EST	2018

Objective A.3: Offer online seminars and training by 2017.

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
A.3.1	Research existing continuing education seminars and training that are offered through video or streaming. Determine cost of offering those sessions and if members should pay to participate or offer free as a benefit to members.	SDLA President/Prof Development Comm. Chair	2018

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
A.3.2	Offer an online seminar targeted specifically for school librarians.	School Section Chair	2018

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
A.3.3	Create an annual schedule for online continuing education. Market the slate of online offerings through Book Marks, website, and social media.	SDLA Board/ Bookmarks Editor/ EST	2018

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
A.3.4	Assess the effectiveness of online offerings through a survey every three years prior to strategic planning.	Section Chairs Executive Board	2018-ongoing

Objective A.4: Maintain the scholarship program in order to enable librarians and support staff to attend professional development programming at annual conference.

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
A.4.1	Assess the need for additional scholarship opportunities.	Section Chairs	December 2016

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
A.4.2	Market the scholarships through Book Marks, website, and social media. Investigate other marketing venues.	Book Marks Editor/ EST	2016

Objective A.5: Launch an initiative to promote library employee career paths.

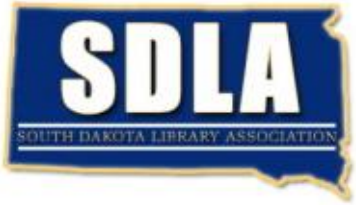
	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
A.5.1	Outline possible career paths for librarians.	Section Chairs	2017

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
A.5.2	Post professional development opportunities on SDLA's website.	EST	2017

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
A.5.3	Create and maintain a job listing tab on the website. Market through social media.	EST	December 2016

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
A.5.4	Pilot School Library EdCamp free professional development day open to all working in South Dakota School Libraries	School Section Chair	May 2016

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
A.5.5	Pilot mentoring program for SDLA members working in the South Dakota school libraries.	School Section Chair	October 2016



Goal B: Advocacy

Increase awareness of the role of 21st century libraries in South Dakota Communities in order to increase sustainable support.

Objective B.1: Develop an advocacy tool kit.

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
B.1.1	Annually, work with the SDLA lobbyist to develop a legislative platform.	Library Issues Community	Annual and ongoing

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
B.1.2	Develop 2 – 5 advocacy messages using the American Library Association’s resources and other resources. Develop editable materials for local (city and county) and state wide audiences. Post downloadable materials on the website so members can tailor to their own communities or with their state agencies.	Library Issues Community	Annual and ongoing

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
B.1.3	Create a 3 – 5 minute video outlining advocacy issues with testimonials. Post on the website and YouTube so SDLA members can pull up and show to local stakeholders and legislators.	Library Issues Committee	By December annually in preparation for Library Legislator’s Day

B.1.4	Create a link to state legislators on SDLA's website. Ask the library directors at all libraries to invite the state legislator to the library for a tour, to be a speaker, and/videos.	SDLA Webmaster / Executive Secretary	July 2016

Objective B.2: Increase attendance at Legislative Day to advocate for important library community issues.

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
B.2.1	Recruit librarians whose communities, libraries, patrons, and staff are affected by those platforms to attend Legislative Day.	Library Issues Community	Annual

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
B.2.2	Annually develop a letter to state legislators, and when applicable, city and/or county officials, outlining the SDLA legislative platform and clearly articulating the action we would like them to take.	Library Issues Community	Annual

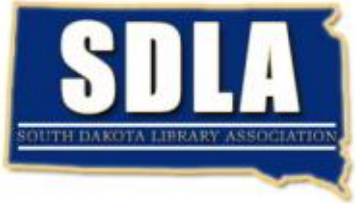
	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
B.2.3	Rezone SDLA legislative maps to reflect current district maps.	Library Issues Community	July 31 st annually

Objective B.3: Launch a pilot program to develop non-librarians into library advocates.

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
B.3.1	Recruit non-librarians to be library advocates. Possible recruiting prospects include but are not limited to library board members, patrons, faculty, administration, city councilors, and county commissioners. Assign SDLA members to coach and encourage this group.	Library Issues Committee	July 2017

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
B.3.2	Provide the above advocate group training and/or a list of specific actions including but not limited to writing letters or speaking to legislators, writing letters or speaking to school boards, and writing letters to the SDBOR.	Library Issues Committee	2018

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
B.3.3	Encourage these advocates to participate in and use the testimonial video created for the toolkit. (B.1.3)	Library Issues Community	2018



Goal C: Marketing

Develop a comprehensive marketing plan to recruit and retain membership as well as highlight important messages for the South Dakota library community.

Objective C.1: Create a comprehensive marketing plan including developing a clear, distinct brand. Launch by 2017.

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
C.1.1	Investigate a comprehensive marketing plan. Work closely with the Executive Committee to understand marketing outcomes and budget.	Public Relations Committee	December 2016

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
C.1.2	Develop an updated logo that aligns with SDLA’s relevant direction.	Executive Committee	August 2016

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
C.1.3	Create a tagline that will be recognizable to the library community and patrons.	Executive Committee	August 2016

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
C.1.4	Launch the marketing plan.	Public Relations Committee	April 2017

Objective C.2: Enhance the SDLA website.

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
C.2.1	Review the 2015 membership survey and create a comprehensive list of website updates.	Bookmarks Editor & EST	May 2016

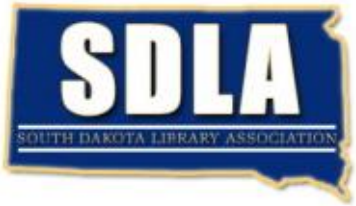
Objective C.3: Increase individual membership from the historical average of 365 per year (baseline average 2011 to 2014) to 400 per year (target average from 2015 to 2018) by marketing to prospective members and retaining current members.

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
C.3.1	Create an automatic reminder for members prior to the membership expiration to encourage and remind them to send their dues. Send reminder at 30 days past due.	EST	ongoing

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
C.3.2	Personally connect with new SDLA members.	President	Bi-monthly

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
C.3.3	Host conference breakfast on Thursday for new SDLA members.	President, Vice President, Section Chairs	Launch in 2016

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
C.3.4	Create marketing materials targeted at library employees outlining benefits of joining SDLA. Educate leaders at local libraries to encourage their employees to join SDLA.	Public Relations	Launch in 2016



Goal D: Communication

Increase communication to the membership to provide support and resources.

Objective D.1: Issue Book Marks 4 times per year.

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
D.1.1	Publicize Book Marks deadlines so contributors clearly know when to submit articles.	Book Marks Editor	Ongoing

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
D.1.2	Each section Chair shall submit two reports per year to the Book Marks editor.	Section Chairs & Book Marks Editor	Ongoing

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
D.1.3	Digitally archive past issue of Book Marks on the SDLA website. Send a copy to USD to be placed in the SDLA archive.	Book Marks Editor	December Annually

Objective D.2: Develop strategies using social media to market SDLA.

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
D.2.1	Form a social media committee to investigate best social media tools for SDLA to communicate messages. Develop processes for updates and maintenance. Assign responsibility and launch new social media tools.	President, Social media committee	July 2016

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
D.2.2	Initiate blogs on topics pertinent to SDLA members. Ask for and/or assign blog authors and topics on a rolling basis including but not limited to Section updates, committee updates, ALA/MPLA news, and general library news.	Book Marks Editor	Launch by September 2016

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
D.2.3	Provide updates on continuing education, welcoming new members, and interesting articles on the SDLA Facebook page.	President, Professional Development Committee	Ongoing

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
D.2.4	Investigate personal learning networks (PLN). Facilitate a session at conference to educate our members on the advantages of PLN.	Social Media Committee	2017

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
D.2.5	Assess the PLN retention and impact on participants. If successful, expand program.	Social Media Committee	Quarterly

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
D.2.6	Assess if tools are being viewed through website hits and membership survey.	EST	Ongoing

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
D.2.7	Evaluate success of social media committee to recommend as standing committee at the annual conference.	Executive Board	July 2017

Objective D.3: Increase networking opportunities.

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
D.3.1	Encourage members to complete their profiles on the website.	Vice President	Yearly at Annual Conference

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
D.3.2	Investigate providing professional headshots at the conference.	Local arrangements committee	Yearly at Annual Conference

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
D.3.3	Purposefully integrate networking opportunities at the annual conference.	Conference Planning Committee	May Annually

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
D.3.4	Introduce via Book Marks and other venues the Executive Board including name, contact information, library, board position, and brief bio.	Book Marks Editor Board Members	January Annually

	<u>TASK</u>	<u>LEAD</u>	<u>DUE</u>
D.3.5	Facilitate annual regional meeting for SDLA members outside of conferences.	Public Relations Committee	2017

EVALUATION PLAN

Progress will be evaluated using the measures listed below. The baseline represents the latest statistic or status available at the time of the planning process. The goal is the desired outcome by the end of the planning period, 2018.

<i>Measures</i>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Individual Members	463	464	359	352	285				
Institutional Members	52	48	50	59	48				
Annual Conference Attendees Full conference/Single Day	191/43	157/36	SDLA 162/17 Total Tri 380/52	169/28	154/27				
Branch Out Attendees	57	X	32	X	37				
Membership Dues	\$18,313*	\$21,061* *	\$14,244	\$20,802	\$16,365				
Annual Conference Net Profit	\$26,097*	\$19,851* *	\$20,760	\$26,683	\$41,865				
Fundraising	\$888	\$525	\$1,100	\$1,780	\$315				

- * from Profit & Loss Budget vs. Actual January through December 2010 EST Report
- **from Jan. 08, 2012 Profit & Loss Budget vs. Actual EST Report