

# **ADAPTIVE PLANNING TO MEET DISRUPTIVE CHALLENGES**

FISCAL YEARS 2015 - 2018



THE NEW JERSEY STATE LIBRARY STRATEGIC PLAN



## FROM THE STATE LIBRARIAN



The New Jersey State Library fulfills multiple roles in the dramatically changing world of information delivery and transformative learning. The State Library provides a core library service function for certain constituents while simultaneously providing underlying support for the network of libraries delivering exceptional library services throughout the state.

Our direct services are designed to meet the diverse and ever-changing information needs of state government, Thomas Edison State University staff and students, and New Jersey residents. In addition, the New Jersey State Library contributes to library development by providing the enabling infrastructure for a statewide information and technology network for public, school, academic and special libraries. The State Library is at the center of a network that positions each of our libraries to serve as an indispensable community hub guiding, supporting, and connecting people and organizations to information and each other.

The State Library leadership team initiated its planning for the future, utilizing extensive assessment and review from the preceding statewide planning initiative for New Jersey's libraries. This initiative was sponsored jointly by the New Jersey State Library and our partner, Library Link New Jersey.

We recognized that in today's world, change is constant and frequently disruptive. Planning for the future requires more than looking internally and externally for opportunities to increase efficiencies. Planning strategically in today's environment of perpetual change must be done in a way that allows us to move forward, flexibly and nimbly navigating whatever new terrain we encounter, while also maintaining the continuity and stability that provide a solid platform for growth in the midst of the next wave of change.

In order to succeed in planning for the future we must adjust our perspective. The necessary shift is from *predicting and controlling* the impending transitions of tomorrow to *sensing and responding* to the overall transformation that is happening around us.

The plan entailed here is not so much a 'strategic planning document', but rather the result of a new way of thinking. Many of the challenges we face today require us to go beyond our technical expertise and think differently in order to create a solution and discover opportunity. It's not how much you know, but the way you think about the problem or opportunity that leads to success.

At the New Jersey State Library we have confidence in the dynamic future of New Jersey's libraries. We continuously strengthen our own effectiveness and value to these libraries and the people of the state by being prepared to aid them in responding to communities, tools, and resources that are in a continual state of adaptation.

*Mary L. Chute*

Mary L. Chute

*State Librarian of New Jersey*

# CONNECTING PEOPLE WITH INFORMATION THROUGH LIBRARIES

Over the course of the next three years we will develop stronger collaboration, promote transparent processes and procedures, and strengthen our outreach and communication practices. The New Jersey State Library (NJSL) will continue its investment in the development of New Jersey’s libraries by fostering professional training of library personnel, and providing effective leadership and administration to support and improve library services.



## OUR PRINCIPLES OF COLLABORATION

Throughout this plan there is an overarching theme of collaboration. At the core of NJSL’s work are existing affiliations and alliances that are embedded in the mission and purpose of our agency. These include: Thomas Edison State University (TESU), Library Link New Jersey (LLNJ), New Jersey Library Association (NJLA), New Jersey Center for the Book, The Virtual Academic Library Environment (VALE), New Jersey Association of School Librarians (NJASL), New Jersey Library Trustees Association (NJLTA), Health Sciences Library Association of New Jersey (HSLANJ) New Jersey Association of Library Assistants (NJALA), among others; and national partners, The Institute of Museum and Library Services (IMLS), The Library of Congress (LC), and The Chief Officers of State Library Agencies (COSLA). Emphasis on collaboration as a high level concept came about as a result of the *Collaboration Caucus* convening in June 2015 facilitated by LLNJ, where key principles of collaboration and partnering were explored. Recognizing this statewide emphasis, and using it as a guide, we determined to incorporate this theme into our NJSL strategic action plan. The staff of the State Library carry forward these principles in practice in the following ways:

- Develop new and stronger intrastate and interstate collaboration in order to leverage existing investments.
- Strengthen NJSL’s outreach into the New Jersey library community, responding with support wherever possible and promoting cross communication.
- Promote transparent NJSL processes and procedures focused on cooperation and collaborative endeavors. Leverage the power of robust internal and external communications.

*What follows is a sampling organized by department of strategies and activities to be advanced through our Adaptive Planning to Meet Disruptive Challenges initiative.*

## **STRATEGIC GOAL AREA #1**

**Strengthen our relationships with other New Jersey library organizations and libraries throughout the state in order to build capacity, leverage resources and increase collaboration.**

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As we clarify the State Library's role within the New Jersey library network and community we will be better positioned to establish a new theme of collaborative leadership. It will be important to assemble all parties and make clear agreements so that everyone understands the whole system, to ensure that we effectively leverage resources, increase collaboration, and remove confusion, competition and redundancy.

### **STATE LIBRARY INFORMATION CENTER (SLIC)**

- Participate in VALE and HSLANJ.
- Add content to the New Jersey Digital Highway (NJDH) at Rutgers to help reach the level needed (200,000 items) to establish a Digital Public Library of America (DPLA) service hub in New Jersey.

### **TALKING BOOK & BRAILLE CENTER (TBBC)**

- Collaborate with fellow library agencies to serve print impaired readers.
- Participate in programs of NJ library organizations to promote services.

### **COMMUNICATIONS & MARKETING**

- Obtain feedback from the field on communications/marketing needs of the library community and based on these findings develop joint programs on marketing topics, across departments and with partners.
- Participate in speaking engagements to represent NJSL at library industry conferences, as opportunities arise.

### **INNOVATION & STRATEGIC PARTNERSHIPS**

- Continue to partner/engage with LLNJ and NJLA on statewide projects.
- Partner with one or more of the library organizations.

### **LIFELONG LEARNING (LLL)**

- Continue liaison outreach to promote collaboration and communication with NJSL's network of affiliations and partner organizations, including various sections of NJLA.
- Identify a topic of statewide interest and initiate a conversation with other library organizations about advancing projects.

### **LIBRARY SUPPORT SERVICES (LSS)**

- Offer programs and events and explore potential new partnerships with NJLA, LLNJ, and other library groups.
- Communicate with and participate as part of NJ library organizations/committees as appropriate.

### **INFORMATION TECHNOLOGY (IT)**

- Collaborate with other NJ library organizations on statewide initiatives.
- Participate in NJLA and LLNJ technology committees where possible.

## **STRATEGIC GOAL AREA #2**

**Clarify, reaffirm, enhance, and communicate the value and contributions of the New Jersey State Library, including its unique position to foster collaboration with other entities beyond libraries.**

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From an internal standpoint, each State Library operational unit will define a clear mission and vision for their respective department. Pulling each of these separate pieces together into one cohesive unit, we will employ unified external communications strategies to reach stakeholders, partners and other strategic alliances, and engage them in activities related to their respective interests.

### **STATE LIBRARY INFORMATION CENTER**

- Clarify and make using library website, resources, and services easier for everyone.
- Make New Jersey state documents easily accessible, preserve them from loss, and highlight special collections through digitization.
- Communicate the variety of library services and resources available to state employees.
- Communicate the value of law materials to all researchers.

### **TALKING BOOK & BRAILLE CENTER**

- Participate in legislative visits to support *Access for All* resolutions.
- Work with schools mainstreaming students with print impairments.
- Outreach to non-library organizations serving individuals with print impairments.

### **COMMUNICATIONS & MARKETING**

- Continue to provide marketing resources, tools and information to NJ librarians.
- Ensure that all external communications are coordinated and in sync.
- Participate in partnership outreach when appropriate.

### **INNOVATION & STRATEGIC PARTNERSHIPS**

- Communicate the value of libraries to state and federal legislators.
- Identify a community problem and partner with a state agency to solve that problem.

### **LIFELONG LEARNING**

- Continue to explore and expand partnerships with other state departments, organizations, and associations.
- Consider all potential partnerships opportunities in early stages of program planning.
- Offer presentations of our programs, projects, and services to other state agencies to open a conversation on how we can collaborate.

### **LIBRARY SUPPORT SERVICES**

- Increase outreach about and improve access and ease of use of core LSS services to NJ library community and others through website, listservs, programs and events.
- Promote use of Federal Library Services and Technology Act (LSTA) funding to support key NJ library resources.

### **INFORMATION TECHNOLOGY**

- Collaborate with TESU IT on shared services and improvements.
- Continue colocation with TESU in Trenton and Secaucus and ISP service for the university.

## STRATEGIC GOAL AREA #3

Lead library innovation and development by redefining the roles of libraries and librarians as leaders in developing communities.

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An integral step in reaching this goal will be to highlight and promote the role of the library as a community center and the role of librarians as community resource leaders in developing communities. The State Library will facilitate various special programs to support New Jersey libraries in areas such as facility improvements, new pilot programs, triage for failing libraries, databases, etc.

### STATE LIBRARY INFORMATION CENTER

- Serve as a Career Connections location to assist jobseekers in our community.

### TALKING BOOK & BRAILLE CENTER

- Partner with public libraries to offer Braille and Reading Download (BARD) to TBBC members.
- Give a *voice* to books not recorded by The Library of Congress that are of interest to NJ patrons for national distribution in the BARD program.
- Provide *Outspoken Library* computers to NJ public libraries with assistive software.
- Program(s) to support urban libraries to serve at-risk adults/youth.

### COMMUNICATIONS & MARKETING

- Provide communications, marketing and outreach support for NJSL's library development units with special attention to strategic partnership activities.
- Attend non-library industry conferences to seek new models and trends in marketing, social media and public relations.

### INNOVATION & STRATEGIC PARTNERSHIPS

- Track trends in and outside of the library community and identify the trends and address the needs that will anchor libraries as centers of transformative change.
- Recognize innovation in the New Jersey library community.

### LIFELONG LEARNING

- Reposition LLL: Find our unique niche in library development and CE training on a statewide and national level.
- Connect with national initiatives supported by COSLA and IMLS – including multi-state collaborative efforts with a focus on *Libraries Build Communities*.

### LIBRARY SUPPORT SERVICES

- Help NJ libraries better tell their stories with more effective use of data.
- Help NJ & US libraries better tell their stories with more effective evaluation.

### INFORMATION TECHNOLOGY

- Continue to develop JerseyConnect services that allow libraries to work together and handle changing technology needs.

## **STRATEGIC GOAL AREA #4**

**Leverage existing funds and develop new and creative approaches to library funding and budget processes that will benefit the New Jersey State Library and the state's libraries.**

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We will develop a statewide education process that clearly communicates library resource demands, that uses forward planning to bridge existing divides, and considers the changing needs and expectations of the various involved organizations. Further, we will align the New Jersey State Library and New Jersey libraries for grant opportunities from fellow state agencies that could potentially utilize library services to achieve their goals.

### **STATE LIBRARY INFORMATION CENTER**

- Increase use of moderately priced archival storage options.
- Convert acquisitions from print format to electronic format where reasonable.

### **TALKING BOOK & BRAILLE CENTER**

- Target specific populations including but not limited to veterans, and at-risk adults and youth, investigating if there is an opportunity for a Memorandum of Understanding (MOU) or collaborative grant seeking.
- Reach out to NJ Division of Disability Services to see if there are opportunities for MOUs.

### **COMMUNICATIONS & MARKETING**

- Continue to work to seek out opportunities for outreach/partnership with outside funding sources, including Marketing/Public Relations award opportunities with cash awards which can then be turned into smaller marketing grant awards for public libraries.

### **INNOVATION & STRATEGIC PARTNERSHIPS**

- Carefully examine the New Jersey State Budget to identify line items that are not fully used every year, in quest of potential partnership opportunities.

### **LIFELONG LEARNING**

- Using NJSL funding as a base, design projects and programs in a way that is scalable for additional partners and funding.

### **LIBRARY SUPPORT SERVICES**

- Research and identify new funding opportunities from private and public sources to help meet NJSL's program objectives or expand activities and services.
- Identify and publicize grant opportunities for NJ libraries and advise and assist libraries in the development of grant proposals.
- Develop and provide training to the NJ library community on grant-related topics including researching grant opportunities, grant writing skills and grants administration.

## **STRATEGIC GOAL AREA #5**

**Develop and enhance an infrastructure that supports the strategic goals, technology and communication system needs for NJSL and libraries of the state.**

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Develop internal policies for Information Technology (IT) systems, including internal and external communication systems. These guidelines will inform the ways that we integrate/maintain new and existing technologies.

### **STATE LIBRARY INFORMATION CENTER**

- Use technology to reach additional remote library users and students.

### **TALKING BOOK & BRAILLE CENTER**

- Explore how interested libraries can download SiteCues Anywhere, through JerseyConnect, to enhance web browsing in their communities for print impaired.
- Efficient processing of TBBC materials through an inventory related project within TBBC shipping department to efficiently process returned audiobooks.

### **COMMUNICATIONS & MARKETING**

- Lead the NJSL Website Committee, and spearhead internal training as needed.
- Work with SLIC to review and update internal signage and NJSL handouts.
- Compile a working list of all NJ library listservs, forums, newsletters, etc. to ensure communication across all NJ library organizations.

### **INFORMATION TECHNOLOGY**

- Use the JerseyConnect network and service infrastructure as a platform for innovation statewide.
- Ensure NJSL technology services are available by moving servers to a facility with room-wide UPS and generator power.
- Adjust JerseyConnect network capacity as needed to handle new services and customer bandwidth increases.
- Continue to adapt the JerseyConnect service portfolio to meet libraries' changing needs.

## **STRATEGIC GOAL AREA #6**

Promote a New Jersey State Library work culture that fosters both internal and external collaboration and provides opportunities for professional development and robust career paths, allows for new approaches to processes and creates an environment where innovation and creativity thrive.

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This goal area promotes the leadership and team work capacities in all staff, and creates an environment where innovation and creativity thrive. We remain committed to investing in staff by providing opportunities for professional development and robust career paths. At NJSL we promote an agency where managers and staff engage in peer coaching that emphasizes positive support and encouragement, constructive assessment, and outcomes.

### **STATE LIBRARY INFORMATION CENTER**

- Offer staff from all parts of the library opportunities to participate in presenting SLIC sponsored programs.
- Increase visibility and awareness of the work library staff does, encouraging them to implement innovative ideas.
- Encourage staff members to identify and pursue continuing education opportunities including technology literacy.

### **TALKING BOOK & BRAILLE CENTER**

- Identify webinars for TBBC staff to be proficient in relevant areas of service. Explore opportunities to develop webinars in-house to educate library staff in areas of TBBC expertise.

### **COMMUNICATIONS & MARKETING**

- Re-evaluate and re-invigorate the employee committee program and all staff meetings.
- Strengthen internal communications through a monthly internal newsletter.

### **INNOVATION & STRATEGIC PARTNERSHIPS**

- Identify a project that lends itself to a collaborative effort across departments.
- Engage all team members from the project's inception to promote a sense of ownership.
- When a collaborative project comes to conclusion make sure the credit reflects on all involved!

### **LIFELONG LEARNING**

- Review and discuss divisions of our areas of expertise (workforce development and literacy in particular) for possible realignment.
- Encourage each consultant to attend the right conference/forum/summit for their own professional development.

### **LIBRARY SUPPORT SERVICES**

- Encourage staff to pursue continuing education/professional development opportunities.

### **INFORMATION TECHNOLOGY**

- Collaborate with other NJSL departments in support of library-wide initiatives.

## NEW JERSEY STATE LIBRARY CORE VALUES

*Our core values are our guiding principles.*

They guide us in working together to carry out our mission and envision our future.

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- **SERVICE** – *Provide* information resources and library services for members of the legislature, state employees, the state’s libraries, Thomas Edison State University staff and students, and residents of the state, including those of all ages whose ability to read standard print is affected by a vision or physical impairment, or a reading disability.
- **TECHNOLOGY** – *Evolve* to meet the changing technological needs of New Jersey’s diverse community of learners by enabling direct and remote access through their libraries to resources in a variety of formats.
- **COMMUNITY** – *Inspire* lifelong learning to strengthen our communities and enrich the lives of our users through equal access to information and library services in areas of continuing need.
- **INNOVATION** – *Invest* in the development of New Jersey’s libraries by fostering the professional training of library personnel and providing effective leadership and administration to support and improve library services.
- **COLLABORATION** – *Leverage* investments and expertise for the greater benefit of the state, its communities and its residents.

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