

Spring 2014

Strategic Planning

Vol. 12, No. 1



Reimagine, Refresh, and Transform: Benefits of Strategic Planning for Libraries

By **Leslie Burger** and
Alan Burger, Library
Development Solutions

We all know that strategic planning is an important part of what we do in libraries. Perhaps you are required to produce a plan to qualify for state funding, to apply for a competitive grant, or you know that you are a better leader and manager when you have a roadmap to follow (instead of responding to issues that pop up from week-to-week).

But if the thought of planning makes you weary or causes you to think that it is a time-wasting exercise with predictable and uninspired results, then it's time to change that thinking and embrace strate-



gic planning as a tool to help you reimagine, refresh, and transform your library.

The benefits of strategic planning go far beyond having a written plan, as important as that is. A thoughtful, committed, and results-oriented approach to strategic planning that involves the right people, and invites and listens to community comments, will

provide your library with the focus it needs for years to come.

Reimagine: First Things First

You and your staff are usually thinking about what you can do to make your library more central to the community you serve. But perhaps you've been unable to move ahead due to a reluctant board of trustees, resistant staff, a lack of community support, or limited funding.

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Planning on a Positive Note

By **Karen Pifher**, Branch
Director, Peapack &
Gladstone Library and **W.
Keith McCoy**, Assistant
Director, Somerset County
Library System

The usual scope of strategic planning can be glibly summarized like this: list all the problems; list all the possible solutions; prioritize the problems and the solutions; work your way down the list over the next few years.

In reality, strategic planning is more detailed than that, but the usual approaches do tend to emphasize the solving of problems. As a result, people who have any history with a group starting a planning process may get defensive, asking, "What's wrong with what we did?" There is also a tendency to revisit history rather than look to the future: "Remember when X was new?"

Appreciative Inquiry (AI) provides a different approach for

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Message from the PRESIDENT

Advocacy Is Fun. Who Knew?

Advocacy has been on my mind a lot the last couple of months. This is, in large part, due to the closure of the Orange Public Library in April 2013. When Orange closed, due to OSHA violations that made the building unsafe, there was an immediate sense within the NJLA Public Policy Committee that we needed to do something to help the people of Orange get their library back.

Our Executive Director, Pat Tumulty, was eloquently passionate in her belief that NJLA had to take a strong stand on this issue, and she was right! By May 31, 2013, the NJLA Board had adopted a statement decrying the closure of the library and calling for a plan to fix the problems and re-open the library.

Over the summer, a small group of dedicated NJLA members started to talk about what else we could do. Several regularly attended board meetings at Orange and kept NJLA up to date on what was happening (which was not much, sadly). We talked about next steps and decided on a rally and book giveaway on the steps of the Orange Public Library to bring attention to the closure and let the people of Orange

know we were concerned about the loss of library service.

It took a while to line up support from Orange and the necessary permits, but we persevered and set a date for December 14, 2013. The rally that day was certainly a highlight in my career—the enthusiasm of my NJLA colleagues, the gratitude of the people who came by, and support from a local Boy Scout troop made this a magical kind of day—and a very fun event despite the snow!

Please join me in thanking your NJLA colleagues who made this event happen: Amy Babcock Landry, Melissa Kopecky, Pat Tumulty, Leah Wagner, James Keebler, Jill D'Amico, Maureen Donohue, and Rebecca Leopold. Thanks also to Heidi Cramer and Adele Pucci who braved the snow to join us at the rally.

Within a month of the rally the library reopened to the public. I think it is important for us to remember that NJLA is the only statewide library organization that can do this type of advocacy work. I was so proud that NJLA chose to stand with the people of Orange in this way!

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NJLA rallies with Orange residents in front of the Orange Public Library in December.

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Letter from the EXECUTIVE DIRECTOR

We Got Game!

Certainly, New Jersey has been in the spotlight with Super Bowl XLVIII held at MetLife Stadium. (I think of it as Giants Stadium, but what do I know?) This huge event got me thinking about libraries and the connection to sports facilities. MetLife Stadium and many other sports venues in New Jersey (and throughout the country) have been built in part with bonds supported by public dollars.



MetLife Stadium in East Rutherford, NJ

I know many libraries throughout New Jersey would welcome a construction bond program to upgrade their facilities. In fact, the last construction bond program we had was passed approximately 15 years ago. It was a tremendous success, with the 45 million-dollar bond program assisting in 68 building projects throughout the state.

You know, libraries and sports facilities have a lot in common; maybe we are not selling our program correctly!

First: stats. (Sports people love stats.) Last year, there were 47,823,717 visits to NJ public libraries. Our numbers could fill MetLife Stadium 596 times. (Take that, Super Bowl!) In addition, there were millions of "virtual" visits to libraries as people connected to online and ebook resources. If "use by residents" is a criterion for public funding, we should certainly be on the top of the list.

Second: economic development. Sports facilities and public libraries both promote economic viability. Sports folks seem able to calculate to the penny the direct fiscal impact of their value: hotel

room costs, concession stand sales, parking revenue, etc. I know of many libraries that have calculated their "Return on Investment" to the community. Most libraries return about \$5.00 for every dollar spent. Unfortunately, these numbers are not often persuasive to local funding authorities. As valuable as financial analysis may be, I don't know how to calculate the economic value of teaching a senior citizen how to navigate the internet, finding information on the latest cancer treatment for a patron, or encouraging a love of books and learning in a child. Our economic impact is priceless!

Third: market share. There are two ways to look at this: First, how many people use public library services? A recent Pew Internet & American Life Project survey found that 72% of Americans over the age of 16 say they live in a library household (<http://libraries.pewinternet.org/2013/12/11/libraries-in-communities>). I would say that is excellent market share. The second way to look at market share is by determining how much money your service receives from its fund authority. Our libraries typically receive less than 2% of a homeowner's total tax bill.

Fourth: community impact. Most local sports teams do a tremendous amount of community service through visiting schools and other local events. However, most communities in New Jersey have never had a visit from a sports celebrity, so the community impact on a vast majority of towns is very limited. In contrast, a public library is very community-focused. The same Pew survey found that 90% of residents said that closing their local public library would have a direct impact on their lives.

My final analysis is that "We got game!" Public financing for library construction must be as available as it is for sports arenas. Let's make it happen! (Or maybe it would mean that we'll have to put a luxury box in the Children's Room and charge admission.)

Pat Tumulty



Note from the EDITOR

Planning with Personality

I love planning. From everyday to-do lists to multi-faceted strategic plans, I'm there. I assumed for a long time that most people, and certainly most librarians, were wired like this. Doesn't everyone want order over chaos? A path to follow? Goals established and met?

Well, yes...and no. A few years back, I participated in a staff development workshop run by Joanne Roukens, where we did the True Colors personality assessment. True Colors divides people into four easy-to-remember color-coded categories. While it recognizes everyone is a blend of the four colors, most people favor one color category over the rest. I wasn't surprised to learn that I was a "Green," someone who prefers logic, order, and planning. However, I was surprised to discover that the other three full-timers in my department each placed in the other three categories of "Blue," "Orange," and "Gold." We couldn't be more different! While we knew each other well, looking at one another through the new perspective of True Colors improved how we interacted, divided tasks, planned, and more.

Knowing this kind of information about yourself and your staff, co-workers, or board is always beneficial on a day-to-day basis, but even more so before embarking on a big project like a strategic plan. It may better inform you about who you should assign to the various roles integral to the planning process, help you figure out who your natural planners are, and who might need to look at the process in a different way to get motivated. It will also give you and your staff an opportunity to talk about each other's differences, strengths, and weaknesses in a positive, relaxed environment.

Revealing your "true colors" is a unique (and fun) way to learn about each other, connect, and improve your work as a team.

Megan McCarthy

NJLA Strategic Plan Update

By **Irene Goldberg**, Director, Monroe Township Public Library

In 2013, NJLA began a strategic planning process—the first in about 15 years. While NJLA's current strategic plan has served us well, it was time to take a fresh look at our organization, our membership, and our services. We selected a Planning Committee that encompassed a cross section of NJLA's Board, Sections, Committees, Roundtables, and members, and it's been meeting since October.

NJLA faces many challenges, including declining membership and conference revenues, yet we have a dedicated and vibrant membership base. It's important to create a plan that will move NJLA into the future in a way that meets and exceeds its members' needs.

The Context for Our Planning

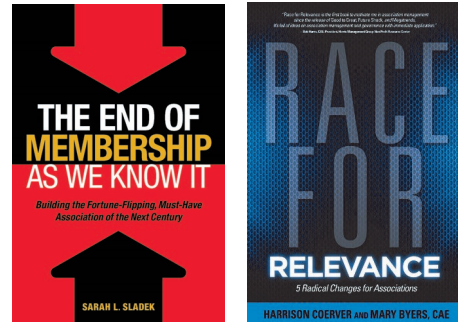
We are taking into account various facts during this process:

- The era when associations could count on members joining and renewing, even with a relatively unchanging menu of membership benefits, has passed. Membership is not dead, but we do need to change our thinking and our models to adapt to the way participation is changing as a result of the generational shifts in the workforce, social changes, and the simple technological access to content and community.
- What is happening to NJLA is happening to all types of associations (even other state library associations). Our membership has been virtually flat, and with upcoming retirements, it could start to drop.
- Conference revenues have also been flat, and NJLA has had to rely on its financial reserves over the last several years. We have very limited financial resources at this time.
- Potential changes in association personnel could impact our ability to maintain the way we conduct our business.

The Process So Far

President Eileen Palmer formed a group of people to operate as the Steering Committee. Its members were broken down into information-gathering teams that will report back at

periodic group meetings. Leaders suggested that members read two books that could help to solidify their thinking:



The End of Membership As We Know It, by Sarah Sladek
www.asaecenter.org/AboutUs/newsreldetail.cfm?ItemNumber=113574

Race for Relevance, by Harrison Coerver and Mary Byers
www.asaecenter.org/AboutUs/newsreldetail.cfm?ItemNumber=64699

Three teams have been charged with information gathering:

- Needs Study Group (Surveyed members and nonmembers)
- State Structure Study Group (Surveyed other state library organizations)
- Unit Viability Study Group (Surveyed committees/sections/round tables)

We've just completed a survey of NJLA members and former/non-members. The committee has begun reviewing the survey responses as well as the data from the other study groups. We are gratified by the clear support for NJLA and its services that both members and non-members reported. But while support for our association is strong, there are clearly areas where we can improve and grow. Over the next few months, the committee will consolidate all of the data we've collected and develop a draft plan for comment by the membership.

Irene Goldberg is Director of the Monroe Township Public Library in Monroe Township (Middlesex County) and Chair of the NJLA Strategic Planning Task Force. Her email address is igoldberg@monroetwplibrary.org.



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Crafting the Role of Your Library Board in Planning

By **Candice Brown**, Director, Clifton Public Library



One of the major roles of the library board is to help set the direction of the library, including budgeting and planning. Many board members have had little or no experience with any kind of strategic planning, let alone setting goals for a public library. It is up to the director to educate the board about the importance of setting strategic

goals and to work with the board, as a whole or in committee, to complete the plan.

While library boards are responsible for overall planning, they can vary in how hands-on they are in the process itself. Some boards rely on the director to go through the planning process and make recommendations; others want to be more directly involved. If you have a board that tends to micromanage, they will probably do the same in planning. Open discussion with your board may help decide the best approach. In my personal experience, the board usually follows the lead of the director.

If your board is used to doing most of its work in committees, this is an ideal forum in which to start. In Clifton, our board has a planning and policy committee, which has worked well. The committee has been enthusiastic from the start and enjoys the involvement. I have worked closely with the committee to ensure things progress well.

When starting on a strategic plan, it is important to be realistic in your expectations of how involved your board will be and how involved you want them to be. One library director reported to me that as part of her library's planning process she had a retreat with her board and prepared numerous materials for them to read. Many did not read the materials and some did not show up as planned. An ideal scenario is one in which, like other board responsibilities, there is a good balance between the director and the board throughout the process.

The planning process itself can vary from hiring a consultant who will do everything (from conducting focus groups to writing the plan for you) to the simpler approach of doing everything in-house. Both have merits, as well as pitfalls. Some boards prefer to rely on a professional planning consultant to get them through the process. If your library decides to go that route, keep in mind that setting up regular meetings with the consultant will help move the process along.

Also, make sure any consultant you use is well-versed in

library planning and be sure to get references. In one library planning process I participated in (as a library manager), it was clear that the consulting team had no experience whatsoever, and in addition to making the process much more lengthy and complicated than it needed to be, they left out one crucial group: the community.

The downside to hiring a library consultant who runs the planning process is that it can be quite costly; some boards do not want to (or cannot) make such a large financial commitment. Our library board decided to keep the process simple and in-house for the most part. We used the document developed by the New Jersey State Library as a template for the planning process. It can be found at: http://lss.njstatelib.org/lss_files/SampleFormatForStrategicPlan.pdf. There are a lot of resources for directors and library boards interested in doing strategic planning on their own.

During our planning process, we held focus groups with staff, Head Start parents, and community stakeholders. The board members led the discussion during the staff focus group. I, as director, did not attend, in order to allow staff the chance to speak more freely. Another staff member and I led the Head Start group discussion.

Boards are often well connected in the community and are ideal for participation in focus groups with community stakeholders. When we held these meetings in Clifton, I suggested to the board that we have a professional facilitator who was experienced in this process. The facilitator worked with me ahead of time to develop questions that would garner the input we needed. It was well worth the cost. The meeting was run professionally, and the facilitator was mindful of the community leaders' time. The planning committee members from the board and I sat in on the meeting but did not participate, except to answer the occasional question.

We also did a patron survey through the website Survey Monkey (www.surveymonkey.com), which is an excellent, inexpensive tool through which you can build and share a survey as well as analyze the results. I developed questions for the survey (with input from the planning committee) and then shared the results with them.

Library boards have different personalities, both individually and as a group. Is your board hands-on? Have they had experience in the planning process? Understanding who your board members are and what kind of planning process will work best for your group will allow your library to effectively respond to the needs of your community and plan for the future.

Candice Brown is Director of the Clifton Public Library in Clifton. She holds an M.L.I.S. from the University of Western Ontario in London, Canada. She has been involved in strategic planning both in public libraries and library consortia in Colorado, Connecticut, and New Jersey. Her email is brown@cliftonpl.org.

Reimagine, Refresh, and Transform...

Use your strategic planning committee and community to help kick-start the reimagining process. Think carefully about whom you want on your planning committee. Invite people who are passionate, forward-thinking library supporters committed to change and action. Look for people who can have thoughtful discussions about the future as it relates to technology, publishing, customer service, facilities, partnerships, funding, staffing, and new ways of learning. Most importantly, find committee members who are collaborative and know how to work well with others. Strategic planning committee members, through their connections to others in the community, can energize the community's conversation about your library and help build the support you need for your reimagining agenda. You want the planning committee to help serve as community ambassadors who can get others excited about the future of the library.



Focus groups, town meetings, and surveys conducted during planning will also assist the reimagining process by engaging people, identifying community and local trends, and creating a high-energy buzz about the library. We've interviewed thousands of people while helping libraries develop their strategic plans and are always surprised and delighted at the imaginative and creative suggestions we hear from community members. We understand more about the library when we hear the citizens' perceptions about services and image. Community members seem to leave these conversations feeling like part of the library family. Yes, occasionally people say things we don't agree with or don't want to hear, but it is also great and rewarding to tell them afterward that we heard them.

Refresh: Adopt a Bias for Action

Information and ideas generated during the strategic planning process can be used as ammunition to implement your reimagining agenda and launch efforts to refresh the library's collections, image, and facility, or improve specific spaces within the library. Although strategic planning is about a longer view, frequently during the planning process everyone gets so excited about what they've discussed they begin to implement changes before the plan is finished. That's a great way to demonstrate your commitment to change and to let your supporters know that their suggestions are valued.

Maybe your collection is a little old and tired and you've been hesitant to remove significant amounts of material until you heard your community tell you that what's on your shelves is not what they need. Maybe the furniture that has served the community so well for the last 20 years is worn, needing tender loving repair or replacement, and community members comment that a comfortable, welcoming space is critical to having a positive library experience.

Listening to your community helps you take quick action to address some of their concerns, and close the gap between their expectations and the status quo before the plan is even written, demonstrating to the community that you are committed to improving their library experience. A bias for action may lead you to remove those dusty old reference books that are taking up space so you can create areas with comfortable lounge seating that encourage more conversation and invite people to stay longer in the library. Invite a customer to walk around the library with you so you can see your space from their perspective and then come up with a creative way to make changes that signal that the library is committed to exceptional customer service.

Transform: Time for Change

Transforming a library takes time and requires a commitment of leadership, staff, and the board. It means taking a fresh look at the library and it usually results in a new vision and mission to help guide the library's future. It is an exciting time that leads to a huge payoff, including increased use, support, advocacy, and a change in the community's perception about the library and its central role in the community. The strategic plan guides the overall transformation agenda, but continued involvement of the planning committee, community, staff, and trustees in providing feedback will help ensure that the strategic plan recommendations are implemented.

Beyond the Obvious: Benefits of Strategic Planning

Of course, the end result of the strategic planning process is a pragmatic and inspirational written plan. But embracing the process as an opportunity to reimagine, refresh, and transform your library will produce results that go far beyond the life of the plan and become part of the library's culture. Among the many significant benefits of strategic planning are

- a focus to guide decision making and resource allocation
- reenergized staff and boards
- increased community engagement with the library
- improved marketing and communication, including use of social media and digital tools
- more energized library advocates and supporters
- potential for additional funding and new revenue streams
- library services that respond to changing community and demographic needs
- refreshed and repurposed space and collections
- a safe environment to brainstorm new ideas and discuss innovation

Planning Resources from NJSL

By **Michele Stricker**, Associate Director, Library Support Services, New Jersey State Library

The New Jersey State Library supports strategic planning as a management tool to determine a library's mission, vision, values, goals, and objectives. It can also determine roles and responsibilities, as well as benchmarks and timelines that will shape the library's future. All libraries should have an updated strategic plan of 3 to 5 years, initiated by the Board of Trustees.

The strategic plan charts the library's direction for the future. To provide the best outcome for the provision of effective and efficient library service, it is strongly recommended that the process be guided by someone with experience in facilitating strategic plans for public library service. For purposes of the Return of Funds, the plan must cover the year of the proposed transfer and contain the following items:

- list of planning committee members (and any others with significant participation in the process)
- vision/values statement
- mission statement
- a description of the planning process (including the planning committee and data analyses, and may include focus groups and staff interviews)
- environment statement (trends in publishing, technology, etc. and how the library will adapt)
- building/physical space analysis, including an analysis of the current and future usage of the library that shows compliance with size criteria established at N.J.A.C. 15:21-5.4
- a description of information obtained through consultation with library users and nonusers, elected officials, library, and library staff
- measurable goals and objectives to achieve the visions/values statement
- evaluation process (an explanation of how progress and completion of the goals and objectives is evaluated)
- annual update to show the progress and/or impediments regarding accomplishment of goals and objectives

For resources on strategic planning in general, and for specific documents and guides see:

http://lss.njstatelib.org/trustees/strategic_planning

Michele Stricker is the Associate Director of Library Support Services at the New Jersey State Library. She has an M.L.I.S. from Rutgers University in New Brunswick and is happy to answer any of your strategic planning questions. Her email is mstricker@njstatelib.org.

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Advocacy Is Fun. Who Knew?

Locally, advocacy is about building relationships. Kathy Schalk-Greene recently shared with me a great tool to help interested parties get started. Developed by the Colorado Association of Libraries, the Take Five Minutes to Speak Out for Libraries approach can turn anyone into an advocate quite easily. The five steps are as follows:

1. Name up to 5 influential people in your service area.
2. Identify 5 reasons to invite them to your library.
3. Choose 5 pieces of information to share about how your library supports your community and what it needs to succeed.
4. Set 5 visits during the year.
5. Do it! Then high-5 yourself for taking action.

I think this is a great approach to share with library boards. It is part of a wealth of library advocacy tips from around the country that have been brought together in the Citizens-Save-Libraries Power Guide developed by United for Libraries. You can find the guide at www.ala.org/united/powerguide.

NJLA will continue to stand up for libraries, library service, and library staff. I've always valued that about NJLA; I just never realized how much fun it could be until recently!

Eileen M. Palmer

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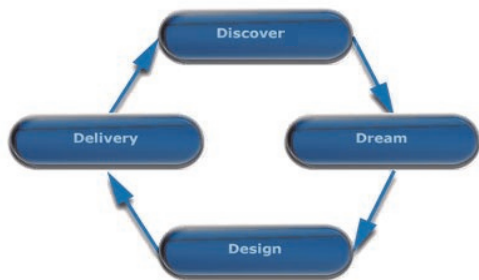
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an organization wanting to move forward. Based on work by David Cooperrider and others at Case Western Reserve University, AI emphasizes the positive, rather than the negative, as a planning mechanism. Instead of focusing on the problems in an organization, AI first asks, "What do you do well?" and then, "How can you apply that to the rest of your organization?"

AI is also collaborative. It is about shared visions rather than the ideas of a few. Instead of pulling together a committee to go into lockdown to produce 10 or more commandments, AI recommends getting everyone involved. The broader the pool of information and ideas to pull from, the more successful the ultimate plan will be. There is one caveat, however: When staff and stakeholders are encouraged to dream and design without boundaries, the results can suggest actions that would have significant impact upon the budget, even changing the organizational structure. Management needs to be prepared to act on these proposals, or explain why it can't.

One person in the organization should be designated as the primary contact and coordinator of all the planning activities, and an experienced facilitator should be hired. It is important for both the point person and the facilitator to attend all meetings throughout the process, as they will be responsible for ensuring that the intent of participants is captured in the final document.

All the participants (staff, management, board members, volunteers, stakeholders) would then convene in an AI Summit, and break up into teams to move through four phases:



- ⇒ **Discover:** What do we agree has worked the best?
- ⇒ **Dream:** How can this "best" be applied to anything in the future?
- ⇒ **Design:** How do we make these things happen?
- ⇒ **Delivery:** What role will we take to make this happen?

As the phases are worked through, the plan starts to take shape. While one or more persons may be tasked with the creation of the final document, they will only need to format and organize most of the information. The majority of the final document will use language taken directly from the final product of the Summit work from the various groups.

Having all members of an organization participate in a strategic plan developed through the AI process will also encourage its implementation. This is a major factor in the strength of an AI strategic plan—the breadth of input into the vision at all stages, in addition to the positive, collaborative approach to the future. As each initiative comes up for implementation, the designated task force or committee is encouraged to expand further upon the vision while not deviating from the original intent.



The Somerset County Library System Experience

Based upon the size of our organization and the number of individuals potentially involved in the process, Somerset County Library System (SCLS) broke the Discover stage into individual steps. We first invited staff to participate in the identification of our organizational strengths. As staff shared their stories of successful interactions with patrons, five strengths emerged: commitment to excellence, community connections, outstanding resources, winning teamwork, and exceptional customer service.

Next, a steering committee comprised of volunteers from the group developed a series of questions related to our strengths, and then asked staff for their input. These responses were used to define our strengths and formed the basis for the work of the Dream Team. During this stage, patrons were asked to tell us via paper and electronic surveys how SCLS had affected their lives, and what their hopes were for our future.

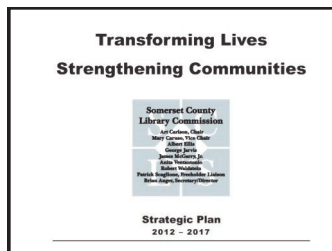
In addition, representatives from Somerset County government, the educational community, and nonprofit organizations were invited to a breakfast meeting. This eclectic group discussed SCLS's successful impact upon our communities; identified technological, economic, and social trends affecting Somerset County; and envisioned how SCLS could meet those needs.

The Dream Team members represented all branches and staffing levels within SCLS. They were given the opportunity to "think outside the box" and imagine beyond our current structure when describing their dream of our future, a future where each strength was functioning at its maximum potential. The Design Team continued the work, tasked with

Planning on a Positive Note

identifying creative ways to make our dreams a reality. This part of the strategic planning identified the specific tasks and steps we would take to fulfill our vision. The team identified many changes to our organizational structure and services, as well as new technology to assist us with moving SCLS into a future where we would be able to develop new partnerships and bring our services into our communities.

Finally, a few people edited the reports into a coherent document. Once that was agreed upon by a wider circle of participants, we named it and sent it to our governing body. The Library Commission adopted the plan as the sixth multi-year planning document for SCLS. Library Director Brian Auger then designated Karen Pifher to take on the part-time role of Interim Director of Strategic Initiatives in order to get committees and task forces off the ground.



"Transforming Lives, Strengthening Communities" is the dream for the future as envisioned by the staff and stakeholders of the Somerset County Library System. See it here at: <http://somerset.lib.nj.us/StrategicPlan01-02-2013.pdf>

How Would You Do It?

We recommend that you start by reading up on AI, either in Wikipedia, the Appreciative Inquiry Commons (<http://appreciativeinquiry.case.edu/>), or one of the many books written on the subject. After your leadership makes a decision to use AI, you should hire a facilitator to help you through the process (all planning processes work best when an uninvolved consultant directs the program instead of a member of the organization).

If you don't care where you are going, any road will take you there. If we care about the future of our libraries, we need to know what road to take; we need to look ahead. AI is one method of strategic planning, one that emphasizes what is positive about our accomplishments. Why not build on the good and get the whole organization to dream a great future?

Karen Pifher is Branch Director of the Peapack & Gladstone branch of SCLS, and chaired the SCLS strategic planning process. She is responsible for facilitating the implementation of the new SCLS strategic plan: "Transforming Lives, Strengthening Communities." She is a graduate of Seton Hall University in South Orange and Rutgers University in New Brunswick. Her email is kpifher@sclibnj.org.

Keith McCoy is Assistant Director of SCLS, and a graduate of Harvard University in Cambridge, MA, and Drexel University in Philadelphia, PA. He has served on or chaired strategic planning committees for over 30 years. His email is kmccoy@sclibnj.org.

Reimagine, Refresh, and Transform...

- a bias for action
- measurable results

Leslie and Alan Burger are the founders of Library Development Solutions, a library consulting firm, based in Princeton. They have assisted more than 140 libraries with strategic planning, facility plans, organizational development, fundraising, referendums, and director searches. They have interviewed or surveyed over 100,000 library users and non-users to explore library-related issues. You can email them with any questions you may have about strategic planning at aburger@librarydevelopment.com.

NJLA Membership Drive Winners

Congratulations to the winners of our Fall Membership Drive!

Donna Wolfe (new) and Diane Herbert (renewing) won a Conference registration or a night at Revel.

Sharon Stoerger (new) and Janet Wolper (renewing) won an NJLA program registration or gift store voucher.

Winners were chosen at random.



The Fall Membership Drive was sponsored by the Member Services Committee, which welcomes all new and renewing members!



People & Places Around the State

Honors and Awards

Congratulations to the New Jersey Star Libraries as designated by *Library Journal*. The honored libraries are **Avalon PL**, **Bernardsville PL**, **Mercer County Library**, **Ocean City PL**, **Princeton PL**, and **Somerset County Library System**.

The Libraries of Middlesex held its awards ceremony in December 2013. Among those honored were **Susan Kaplan**, Sayreville PL; **Leah Wagner**, Monroe Twp. Library; and **Melody Kokola**, who recently retired from Metuchen PL.

Appointments and Elections

John Arthur has been named Head of Youth Services at the Library of the Chathams.

Kim Avagliano is the new Chief Librarian at the Eastern Branch of Monmouth County Library.



Tonya Badillo has been permanently appointed Director of Long Branch PL. She had previously been the Acting Director.

Suzanne Chan is the new Director of the Metuchen PL. She was formerly Head of Children's Services at South Brunswick PL and is the current President of the NJLA Children's Services Section.

Tonya Badillo

Adriana P. Cuervo has been appointed Associate Director of the Institute of Jazz Studies in the Rutgers University Libraries.

Andrew D'Apice is now Head of Circulation and Access Services for the TCNJ Library.

Scott Davan is the new Director of Rockaway Township PL. He had been the Director of Mt. Olive PL.

Erin DeLucia now leads the Waretown Branch of Ocean County Library.

Pamela Dong now heads the Jackson Branch of Ocean County Library.

April Judge is the new Director of Bernardsville PL. She was previously Director of West Caldwell PL.

Robert J. Lackie has been named Department Chairperson of the Franklin F. Moore Library at Rider University.

Luis F. Rodriguez has been named Director of Evelyn S. Field Library, Raritan Valley Community College.

Pierre Rosen has been named Head of Reference/IT at Rockaway Township PL.

Frances Scott is the new Director of Library Services at Georgian Court University.

Monica Smith is the new Director of Louis Bay PL in Haw-



Robert J. Lackie

thorne. She was previously with Somerset County Library System.

Judith Tolchin has been named Interim Director of Monmouth County Library.

Celebrations

Brigantine Branch of the Atlantic County Library opened again in November 2013 after being closed because of Hurricane Sandy.

Millburn PL celebrated its 75th Anniversary in November.

Nutley PL is celebrating its 100th Anniversary throughout 2014.

Orange PL reopened its doors in January after a successful grassroots rally on the library steps in December.



A sign outside the Nutley Public Library commemorates its 100th anniversary.

Resignations and Retirements

Dorothy Peppard retired in December from Haddonfield PL after 29 years of service.

Renee Riczker has retired as Director of West Orange PL.

Edwina Wilinski recently retired from the Atlantic County Library System.

Deaths

Jane Capuano, reference librarian at Newark PL, passed away in December.

Rosemary Chodack passed away in December after serving more than 50 years at Cranford PL.

Chris Maloney, Director of Ocean City PL, passed away in December.

Ourida Oubraham, former Director of the Samuel C. Williams Library of Stevens Institute of Technology, passed away in December.

Compiled by Mary Marks, Associate University Librarian at Fairleigh Dickinson University in Madison.



Looking for a great way to raise funds for your library?

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Write for the Next Issue

Summer 2014 Library as "Incubator"

What is your library "growing"? Writers? Small businesses? Professional networks? Musicians? Makers? If your library hosts groups or programs that help nurture people's passions, we want to hear about it!

Propose by April 1

Members: To contribute an article, just email a proposal to newsletter_editor@njla.org!

If your idea is approved, the editor will arrange details.



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Just another day at the office

A stormtrooper from New Jersey's own 501st Legion (www.501stner.com) takes care of business in Director Laverne Mann's office at the Cherry Hill Public Library. The 501st Legion drew a huge crowd at the library's "Meet a Star Wars Character" event in February.