



Moving Libraries Forward:

A Roadmap for Colorado Library Cooperation

Strategic Plan 2006–2010

cde Colorado Department of Education
Colorado State Library

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I. Introduction

Colorado libraries have gone through a number of strategic planning activities over time. The most recent strategic plan was *The Future Is Now: Quality Library Service in Colorado*. The library community has developed a new strategic plan to cover the years 2006–2010 called *Moving Libraries Forward: A Roadmap for Colorado Library Cooperation*. This document is meant to serve as a guide for how libraries, working together, can improve library services to the residents of Colorado, while acknowledging the continuing, difficult task of doing more with less. Our hope is that this plan will assist libraries of all types in strengthening their relationships with their communities and with each other.

II. The Strategic Planning Task Force

Participants

In May 2004, the Colorado Library Advisory Board (CoLAB) appointed the Strategic Planning for Library Development Task Force:

- Valerie Horton, chair, Mesa State College, academic libraries
- Phyllis Albritton, CoLAB member, library patrons
- Rochelle Logan, Douglas County Public Libraries, public libraries
- Deborah Grealy, University of Denver Library and Information Science Program, education and special libraries
- Donna Miller, Mesa County School District 51, school libraries
- State Library representatives were Nancy Bolt, Brenda Bailey-Hainer, and Eugene Hainer

III. An Open Planning Process: Values, Goals and Objectives

Process

The Task Force reviewed the previous strategic plan, other statewide plans, the work of library organizations throughout Colorado, and the research on library users and non-users. From this information, a web-based survey was created and administered to library leaders, public library trustees, school library district administrators, and academic officers. Over 200 leaders helped identify the key issues and concerns that need to be addressed in the next plan.

The Task Force wanted the plan to be developed within the values and ethical structure embraced by the entire library community. We support the American Library Association's (ALA) contention that: *The foundation of modern librarianship rests on an essential set of core values that define, inform, and guide our professional practice*. As a result of this commitment, a 'values workshop' was held with CoLAB and the Task Force members. Among the dozen values developed by this group, five were identified as crucial for moving libraries forward:

- **Literacy and Education for All.** We support the role of formal education in our society. Support for education is a core value of the library community including literacy, lifelong learning, and self-improvement.
- **Equity:** Library services, resources and access should be made available without barriers. As the Library Bill of Rights states, “Library materials should be available to all people of the community the library serves.”
- **Freedom of Information:** “*Intellectual freedom is the right of every individual to both seek and receive information from all points of view without restriction*”—ALA. We cherish the idea of intellectual freedom and are committed to protecting the concept.
- **Best Practices.** The commitment to high quality practices and customer services is fundamental to our profession. Libraries should be known for their quality and work toward continual improvement.
- **Cooperation and Collaboration:** Working together brings out the best in ourselves and in our community. We value resource sharing and the preservation of knowledge for the future.

The Task Force took the research, the survey results, and the identified values and created six draft goal statements. The next step was to hold a summit of thirty representative leaders from fifteen different library organizations. Summit participants refined the language of the six goals and developed seventeen objectives for consideration by the wider library community.

The Task Force then presented the goals and objectives to twelve different library groups for comments and changes. These groups included school librarians, regional multi-type library meetings and conferences, a paraprofessional group, public library directors and trustees (see Appendix C). In addition to seeking input from the 300 or so people involved in these open meetings, we also placed the goals and objectives on the State Library’s website and solicited input from numerous e-mail distribution lists, including LIBNET (open to all), RMSLA (special libraries), CoSLL (school libraries), and CALC (academic libraries) (see Glossary). From this input, both the goals and objectives were rewritten. We also asked the library community to cast ballots to prioritize among the seventeen objectives. Six objectives were selected by the library community as the most crucial.

The six priority objectives selected by the library community are:

- (1A) Provide sustainable access to statewide virtual services,
- (1B) Provide statewide access and funding for electronic resources,
- (2A) Create a statewide continuing education plan for library staff,
- (5A) Find new funding sources for libraries,
- (6A) Develop a single locator system for all Colorado library holdings, and
- (6C) Find financial support for the courier.

Goals and Priorities

We encourage the library community to work on all seventeen objectives in this plan. We hope that the priority objectives are taken into consideration as implementation plans are developed. It is the Task Force’s expectation that throughout the life of this strategic plan, there will be opportunities to evaluate progress on

all the objectives and move other objectives forward. New objectives can also be identified as appropriate within the six goal areas.

Finally, the plan was presented to CoLAB at their May 2005 meeting for approval for presentation to the State Board of Education.

The Task Force would like to thank CoLAB for the opportunity to lead the process of engaging librarians, community members, and particularly the organizational leaders who gave their time and thoughts to this process. We would also like to thank all of the 600 to 700 participants for taking the process so seriously.

IV. Call to Action

Statewide Coordination

We encourage CoLAB and the wider library community to develop implementation plans for the six objectives selected as most critical. We encourage work on the objectives to start as soon as possible.

The Task Force is aware that the State's funding for library services has been reduced by 76% in the past few years. One of the main reasons the Task Force asked the library community to prioritize objectives was to maximize our productivity, given the limited amount of funding and other resources available. These limitations must be acknowledged as important factors that guide what can and cannot be accomplished statewide and locally.

It is important in an era of diminishing public funds and support that libraries continue to focus on providing excellent services to our communities. The Task Force calls on all organizations and individuals to consider the powerful, positive forces libraries can be in improving the lives of library users. It is our fervent hope that the plan can be used as a road map for all to succeed.

V. Goals, Objectives and Indicators

Access for Information and Learning

GOAL 1: ACCESS TO INFORMATION

Colorado residents are able to access information electronically through libraries to meet their information and learning needs.

Objective 1A (Priority)

Access to sustainable, statewide virtual services such as virtual reference, online tutoring, and digitization of resources is supported and expanded.

Indicators:

1. Cooperatively planned and cost-effective virtual reference, online tutoring and digitized resources are available to, and supported by, all libraries.
2. Colorado residents acknowledge that the services provided by the library are useful to them personally, and essential to the state's learning infrastructure.
3. Usage of virtual services by Coloradans increases to targeted amounts.

Objective 1B (Priority)

A collection of electronic content for all residents including databases, e-books, e-journals, and audiovisual materials is funded and implemented.

Indicators:

1. Specific databases and related e-based resources are available to all libraries at an affordable price.
2. Coloradans who use the databases and e-based resources acknowledge that they are essential to learning and credit the library for providing them.
3. Usage of e-based resources by Coloradans increases to targeted amounts.

Objective 1C

A sustainable, statewide, coordinated digitization and preservation effort of intellectual holdings is expanded, funded, and implemented.

Indicators:

1. Cooperatively planned and cost-effective digitization and digital preservation are available to, and supported by, all libraries.
2. Colorado residents acknowledge that the digitization and digital preservation available through the library are useful to them personally, and essential to the state's cultural heritage institutions.
3. Usage of digitization and preservation materials increases to targeted amounts.

GOAL 2: DEVELOPMENT OF THE PROFESSION

Colorado residents are served by library staff and leaders dedicated to the library and information science profession and who are trained to meet the needs of library users.

Improved Skills and Knowledge

Objective 2A (Priority)

A comprehensive education plan that aligns resources and promotes and provides professional development for anyone involved in library and library-related environments is developed and implemented.

Indicators:

1. Any agency that provides programming for development of the profession supports the comprehensive education plan, and develops specific activities to help implement it.
2. Coloradans acknowledge an improvement in the quality and availability of library services provided by librarians.
3. The number of staff development courses offered and taken increases to targeted numbers.

Objective 2B

People inside and outside the library community know, understand, and appreciate that libraries uphold core library values and ethics.

Indicators:

1. Core library values and ethics are adopted and practiced by all librarians and library staff.
2. Trustees, school boards, other governing entities, and library users recognize and support the library as a core value to Coloradans.

GOAL 3: STUDENT ACHIEVEMENT AND LIFELONG LEARNING

Colorado students and adult learners receive services from libraries and librarians that support educational achievement and lifelong learning.

Objective 3A

By fall 2007, a coalition of library and educational leaders develops and distributes quantitative and qualitative statewide standards for school libraries that complement guidelines established by the American Association of School Librarians.

Indicators:

1. Specific standards are created that are supported by Colorado's education community, including the State Board of Education.
2. Colorado schools credit improvement in school library services, collections, and staffing to the distribution of quantitative and qualitative standards for school libraries.
3. The number of school districts that adopt the standards meets or exceeds the intended target numbers.

Objective 3B

Models for cooperative services between separate school, academic, public and special libraries that improve student achievement and lifelong learning are created.

Indicators:

1. A targeted number of libraries successfully adopt and implement cooperation among school, academic, public and special libraries to improve the services available to Coloradans.
2. Civic and educational leaders acknowledge the efficiency and effectiveness of cooperation among school, academic, and public libraries, and support future development of such models across the state.

Objective 3C

Colorado residents are able to access online learning and courses with support and resources provided by the library and its staff.

Indicators:

1. A targeted number of libraries support and successfully implement online learning and course access for residents.
2. Colorado residents acknowledge that access to online learning and courses in the library helped improve their lives.
3. The number of people using online learning and courses meet targeted levels.

Objective 3D

School librarians and library staff continue to advocate for themselves and their programs.

Indicators:

1. Board members, superintendents, and principals in Colorado are provided with information about the impact that school libraries have on student achievement.
2. Colorado school libraries and librarians are included in school improvement plans developed by their districts.
3. School library programs are aligned with educational curricula, teaching practices, and assessment strategies employed in schools.
4. Information literacy is integrated with educational technology plans in all school districts.

GOAL 4: SERVICE TO DIVERSE AND UNDERSERVED COLORADO RESIDENTS

*Library
Service for All*

Colorado residents, people with disabilities, ethnic populations, institutional residents and those underserved by libraries receive services from Colorado libraries that meet their unique needs.

Objective 4A

Colorado libraries assess the information and learning needs of their communities and develop programs to meet those needs.

Indicators:

1. Library materials and services are accessible in a manner appropriate to each diverse population's needs.
2. Libraries identify diverse and/or underserved populations for service improvement, and initiate activities to address the improvements needed.
3. Diverse and underserved populations acknowledge that libraries have a positive impact on the quality of their life.

Objective 4B

Library staff reflect the demographic make-up of the communities they serve.

Indicators:

1. The number of minority and persons with disabilities on library staff and boards of trustees is proportional to their presence in the community.

GOAL 5: ADVOCACY /FINANCIAL SUPPORT

Colorado residents, educational leaders and community members understand the value of libraries and support libraries in providing quality library service.

Objective 5A (Priority)

The needs of business and community members are identified so that library representatives can participate in their organizational planning.

Indicators:

1. Representatives from libraries are involved in statewide organizations dealing with community planning, economic development, education, and the media, and help plan and deliver the group's services.
2. Library visibility with the targeted groups increases, and understanding and support for library services improve.

Objective 5B

Colorado library leaders and support agencies cooperate to create sustainable, on-going funding sources for Colorado libraries.

Indicators:

1. The Colorado Legislature provides increased funding for library programs.
2. Other creative sources of funding for library programs are investigated.

GOAL 6: RESOURCE SHARING INFRASTRUCTURE

Colorado libraries cooperate to develop strategies and techniques that assure the sharing of resources to best meet the needs of Colorado residents.

Objective 6A (Priority)

A single locator system with access to all Colorado library holdings, and the functionality for patrons to request materials, and the ability for libraries to share standardized catalog records, is developed and implemented (i.e. federated locator system).

Indicators:

1. A targeted number of residents are able to initiate an online request for library materials from any library.
2. Libraries are able to acquire high-quality cataloging records through the developed locator system.
3. All libraries and their users have the ability to use the locator system.

Objective 6B

Understanding of the “Colorado Libraries Collaborate!” Program (CLC) improves to strengthen reciprocal borrowing and participation of existing partners.

Indicator:

1. Staff at CLC participating libraries understand the program and readily extend circulation privileges to patrons seeking to take advantage of it.

Objective 6C (Priority)

The Colorado courier program extends to all libraries in the state and is cost-efficient and process-effective.

Indicators:

1. New pricing policies are implemented to equalize the cost among libraries that use the courier.
2. The courier is partially funded through the Colorado Legislature.

Objective 6D

Libraries of all types participate in cooperative collection development activities to maximize available resources for Colorado residents.

Indicator:

1. Models for cooperative collection development are developed and implemented.

Appendix A:

Library Bill of Rights and Code of Ethics

Library Bill of Rights

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

- I. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.
- II. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.
- III. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.

- IV. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.
- V. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.
- VI. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

Adopted June 18, 1948. Amended February 2, 1961, and January 23, 1980, inclusion of "age" reaffirmed January 23, 1996, by the ALA Council

Code of Ethics

As members of the American Library Association, we recognize the importance of codifying and making known to the profession and to the general public the ethical principles that guide the work of librarians, other professionals providing information services, library trustees and library staffs.

Ethical dilemmas occur when values are in conflict. The American Library Association Code of Ethics states the values to which we are committed, and embodies the ethical responsibilities of the profession in this changing information environment.

We significantly influence or control the selection, organization, preservation, and dissemination of information. In a political system grounded in an informed citizenry we are members of a profession explicitly committed to intellectual freedom and the freedom of access to information. We have a special obligation to ensure the free flow of information and ideas to present and future generations.

The principles of this Code are expressed in broad statements to guide ethical decision-making. These statements provide a framework; they cannot and do not dictate conduct to cover particular situations.

- I. We provide the highest level of service to all library users through appropriate and usefully organized resources; equitable service policies; equitable access; and accurate, unbiased, and courteous responses to all requests.

- II. We uphold the principles of intellectual freedom and resist all efforts to censor library resources.
- III. We protect each library user's right to privacy and confidentiality with respect to information sought or received and resources consulted, borrowed, acquired or transmitted.
- IV. We recognize and respect intellectual property rights.
- V. We treat co-workers and other colleagues with respect, fairness and good faith, and advocate conditions of employment that safeguard the rights and welfare of all employees of our institutions.
- VI. We do not advance private interests at the expense of library users, colleagues, or our employing institutions.
- VII. We distinguish between our personal convictions and professional duties and do not allow our personal beliefs to interfere with fair representation of the aims of our institutions or the provision of access to their information resources.
- VIII. We strive for excellence in the profession by maintaining and enhancing our own knowledge and skills, by encouraging the professional development of co-workers, and by fostering the aspirations of potential members of the profession.

*Adopted by the ALA Council
June 28, 1995*

Appendix B: Glossary

Academic Library—A library in a 2- or 4-year college or university recognized by the Colorado Department of Education and Colorado Council of Higher Education as an institution for post-high school learning, with a designated library and library staff that are available to the students at least 20 hours per week.

American Association of School Librarians (AASL)—The main association in ALA for school librarians. CASL is an affiliate of AASL.

American Library Association (ALA)—ALA promotes quality library and information services and protects public access to information. It is the oldest and largest library association in the world, with members in academic, public, school, government, and special libraries.

Colorado Academic Library Consortium (CALC)—A colleague and action consortia of academic library directors or their designees from Colorado's community colleges, universities, and higher education community. CALC is not affiliated with CAL or other library associations.

Colorado Association of Libraries (CAL)—The state's professional association of multi-type libraries, formed to provide member services to librarians, trustees, staff, Friends groups, and all others associated with library services in Colorado.

Colorado Association of School Libraries (CASL)—The school library and media center association under CAL.

Colorado Council of Medical Librarians (CCML)—An association of members involved with information management in the health sciences. It provides professional growth through networking, education, and organizational participation.

Colorado Library Advisory Board (CoLAB)—CoLAB was created in 2002 out of two previous advisory boards, Colorado Council for Library Development and Resource Sharing Board. It advises the State Board of Education, Commissioner of Education, and the State Library on library issues.

Colorado Libraries Collaborate (CLC)—A program to allow walk-in patrons, using their local library cards, to check out books free of charge from any participating library in the state. All types of libraries—school, public, academic, and special—may participate.

Colorado Library Consortium (CLiC)—A statewide, nonprofit, collaborative-focused organization that supports resource sharing initiatives, continuing education and consulting to improve services in libraries.

Colorado School Library Leaders (CoSLL)—A group comprised of school district-level coordinators and managers of school library programs.

Colorado State Library (CSL)—An office of the Colorado Department of Education that provides continuing education, research, and a variety of technical assistance through its many units. The State Library is committed to lifelong learning for the state's residents by enhancing the ability of helping local libraries to provide the best possible service to their clients.

Colorado Virtual Library (CVL, formerly ACLIN)—A cooperative project of the Colorado State Library and the Colorado library community to provide online access to the information resources of libraries across the state as well as recommended websites and digitized materials.

Information Literacy—A term for an individual's ability to determine his/her information needs, attain the information in multiple and most appropriate formats, comprehend the information and utilize the information appropriately.

Institutional Library Services—A division of CSL providing for library service to correctional, residential, and medical institutions operated by the state. It also makes rules and regulations for the operation of libraries maintained by the state in various institutions.

Library—An institution, including its staff, governing authorities, and/or advisory bodies who work together to achieve mutual goals.

Libnet—An e-mail discussion list for Colorado librarians.

Public Library—A library that serves a specific geographic area or community and meets the standards established for public libraries.

Rocky Mountain Special Libraries Association (RMSLA)—An association of individuals and organizations having a professional, scientific or technical interest in library and information science, especially as these are utilized in corporate, government agency, academic, and cultural institution settings.

School Library—A library in an elementary or secondary public school, charter school or non-profit private school serving some combination of grades K–12. Some also serve pre-kindergarten (PK) or may be combined with a public library or branch.

Special Library—A library established and maintained primarily for the use of a specialized population, including libraries operated by either for-profit or non-profit agencies as a service to their respective clientele. Special libraries generally provide materials for a very specific purpose or expertise area.

State Library—see Colorado State Library

(For additional resources and glossary, see <http://www.cde.state.co.us/cdelib/LibDict/Glossary1.htm>)

Appendix C:

Participants

The Task Force would like to thank the following participants for assisting with the strategic planning process:

Values Workshop: Colorado Library Advisory Board and Colorado State

Library Staff: Phyllis Albritton, Brenda Bailey-Hainer, Nancy Bolt, Deborah Dauenheimer, Gail Dow, Su Eckhardt, Nancy Edmonds, Renee Emeson, Rick Forsman, Eugene Hainer, Valerie Horton, Kathy Lawrence, Donna Miller, J.D. Miller, Nance Nassar, David Selden, Bill Weeks and John Wilkinson.

Summit Participants: Phyllis Albritton, Brenda Bailey-Hainer, Polly Bailey-Rule,

Nancy Bolt, Carol Dickerson, Patricia Froehlich, Ivan Gaetz, Deborah Grealey, Ellen Greenblatt, Eugene Hainer, Jean Heilig, Valerie Horton, Jill Koelling, James LaRue, Kathy Lawrence, Rochelle Logan, Diann Logie, Bonnie McCune, Donna Miller, Sharon Morris, Catherine Murray-Rust, Nance Nassar, Claudine Perrault, Lisa Priebe, Michele Seipp, Justine Shaffner, Sherry Tabor, Shelley Walchak, Beth Filar Williams and Steve Wrede.

Group Presentations: Annual Interlibrary Loan Conference, Collaborative Digitization Program Board, Colleague Connection (University of Denver), Colorado Association of School Libraries, Colorado Library Consortium Board, Colorado Medical Librarians Association, Front Range Public Library Directors, Marmot Directors' Council, Paralibrarians' workshop, San Luis Valley librarians' meeting, Southwestern librarians' meeting, South East Area Librarians.

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