



LIBRARY OF MICHIGAN



STRATEGIC PLAN 2020-2023

January 1, 2020



EXECUTIVE SUMMARY

Over a six-month period in 2019, the Library of Michigan developed the strategic plan found on the following pages with input from a variety of users, including:

- A survey of members of the Michigan Library Association, the Michigan Academic Library Association, the Library of Michigan Advisory Board, directors of the 11 library co-ops throughout the state, and the Council of Library Directors.
- Individual interviews with key partners and stakeholders.
- Focus groups with public librarians, state agency library users, and special collection users.
- Meetings with Library of Michigan management and staff.

The consensus of these various individuals and groups is that the Library has done an excellent job of supporting libraries and collecting and disseminating information about the state. However, it was equally clear that many people have no idea about the breadth of the Library's collections and the diverse ways it supports literacy, libraries throughout the state, and the professionals who work in the field. And, as libraries play changing roles in their communities, the types of supports they need continue to change as well.

This plan describes the Library of Michigan's focus, especially as the role of libraries as anchors in sustaining and growing Michigan's communities takes on new importance. The plan includes a restated mission statement and vision along with five inter-connected goals, key strategies and measurable outcomes focused on three primary objectives:

- ***Be more deliberate about promoting the Library of Michigan's resources and services to the entire state,***
- ***Help libraries throughout the state digitize their collections and make them more available to the public, and***
- ***Expand the Library of Michigan's collections to reflect the state's rich heritage.***

The state's nearly 10 million residents rely on libraries in myriad ways: Job seekers use library computers to gain access to education and employment. Community meetings take place daily in libraries all over the state. State government workers rely on library research to develop policies and standards. Students and life-long learners alike gain access to the primary source material that is available in special collections, explore digital collections from their own home computers, and enjoy the simple pleasure of a "good read" by checking out printed books and e-books.

Through this plan, the Library of Michigan will continue to support libraries in all these activities and more.

STRATEGIC PLAN

VISION

The Library of Michigan will become a model for services and programs centered around libraries, literacy and the story of Michigan.

MISSION

The Michigan Legislature created the Library of Michigan to guarantee the people of this State and their government one perpetual institution to collect, preserve and provide access to the story of the State, and to support libraries in their role as essential community anchors.

Goal I: Promote the Library of Michigan to provide greater access to and usage of collections and services.

Key Strategies:

- Create an internal marketing toolkit to guide staff in promoting the work they do.
- Continue the Night for Notables and reinstate other awards programs (e.g. Genealogy Appreciation Award), promoting them widely.
- Promote the value of building the Library of Michigan's collection to libraries, state agency partners, and other potential user groups.
- Develop outreach efforts and an e-newsletter to promote use of the Library's special collections.
- Digitally record Library of Michigan programs and make them available online.
- Build on existing networks and relationships (e.g. Library of Michigan Foundation, state agency purchasing departments) to maximize funding available for enhanced library services.

Success Measures:

- *The Library successfully reaches at least five new audience networks or venues annually through its promotional activities.*

- *Special collection usage doubles by 2023; staff to establish usage criteria by December 1, 2019 and benchmark data by September 30, 2020.*
- *The number of items in the Michigan collection grows 20% by 2023.*

Goal 2: Support Michigan libraries and cultural heritage institutions in their efforts to digitize and preserve their collections and make them more accessible.

Key Strategies:

- Provide leadership to libraries and cultural heritage institutions, especially those housing special collections, in converting the state’s cultural legacy to a digital format and in helping users access the information more easily.
- Support the creation of a state-wide digital preservation network to establish digital standards and guidelines, in collaboration with other organizations.
- Increase participation of Michigan libraries and cultural heritage institutions in the Digital Public Library of America.
- Increase the availability of LSTA funds for digitization and preservation projects.

Success Measures:

- *The preservation network will be self-sustaining within five years (2025).*
- *Participation in DPLA among Michigan libraries and cultural heritage institutions increases 25% by 2023.*
- *The amount of LSTA funding invested in digitization and preservation projects doubles by 2023.*

Goal 3: Develop a Library of Michigan collection that more comprehensively reflects the rich heritage of the state.

Key Strategies:

- Develop and begin implementing a new collection plan, outlining a process to evaluate the existing collection and the strategy for the future, and establishing priorities for digitizing the Library of Michigan’s collection.
- Strengthen relationships with donor institutions and collections so that they see the Library of Michigan as a trusted repository.
- Enhance the Library’s collections pertaining to historically under-represented groups in the state.
- Continue collecting documents published by the state or about the state.

- Enhance professional development collections to meet the needs of state agencies, libraries and patrons.

Success Measures:

- *Collection plan and implementation timetable are developed by May 2020.*
- *At least 20 new relationships are developed with donor institutions and collections by 2023.*
- *20% of the Library of Michigan collections development budget is dedicated to building diverse collections by 2023.*
- *Professional development collections usage increases 50% by 2023.*

Goal 4: Ensure the library workforce throughout Michigan remains skilled and knowledgeable to meet the changing information and literacy needs of users.

Key Strategies:

- Continue providing essential training dedicated to multiple library staff levels in a variety of formats (Zoom, webinars, in-person, etc.).
- Continue training to help public library staff improve their knowledge and skills around literacy efforts.
- Increase training for public library trustees so that they can improve or develop an understanding of their roles.
- Expand partnerships and collaborations with organizations to provide innovative educational opportunities.
- As an office within the Michigan Department of Education, continue to build networks within the K-12 school community to ensure they know about information resources and libraries available to them.

Success Measures:

- *The number of training opportunities for public library trustees grows 50% by 2023.*
- *The number of schools and educators receiving training and support about resources available to them increases 25% by 2023.*

Goal 5: Ensure the Library of Michigan’s technology platforms, staffing structure and facilities align with end users’ needs.

Key Strategies:

- Move the Digitization Center and reorganize other spaces to acquire additional space for collections.
- Explore the feasibility of migrating from Sierra to another ILS platform with our partner in the shared ILS system, Michigan State University Libraries.
- Work with a web design company to launch a modern, mobile-optimized web presence for the Library of Michigan’s ANSWER online public catalog
- Ensure the sustainability of MeLCat, the statewide resource sharing platform.
- Regularly evaluate usage and the needs of libraries to ensure the mix of MeL resource content is appropriate.
- With each Library of Michigan hiring opportunity, ensure the new position attracts the skills necessary to meet user needs.
- Ensure the Library’s public spaces remain open, inviting and technologically current.
- Invest in training and resources to ensure staff have the necessary tools to support Library users.

Success Measures:

- *Internal space usage is regularly balanced to accommodate growth or shrinkage of special collections.*
- *A usability study of the new interface will be conducted within two years of implementation; modifications will be made, based on user feedback.*
- *100% of Library of Michigan user-facing staff are trained on new resources.*
- *Library of Michigan managers review all staff positions by March 2020 to ensure they align with strategic plan objectives.*