State Library Resource Center Strategic Plan

FY 2018 to FY 2021

Timeless Core Ideology

Core Ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two elements: **Core Purpose** – the organization's reason for being – and **Core Organizational Values** – essential and enduring principles that guide the behavior of an organization.

Core Purpose:

The Maryland State Library Resource Center in collaboration with its partners provides cooperative, cost effective, statewide resources and services for Maryland libraries and their customers.

Core Values:
- Accountability
- Collaboration
- Equity of Access
- Excellent Customer Service
- Expertise
- Integrity
- Neutrality
- Open Communication
- Truth

Assumptions About the Future *(created: March 2017)*

To make progress toward an envisioned future, an organization must constantly anticipate the strategic factors likely to affect its ability to succeed and to assess the implications of those factors. This process of building foresight about the future will assist SLRC to constantly recalibrate its view of the relevant future, a basis upon which to update the strategic plan.

Long-term Envisioned Future (10+ Years)

*The **envisioned future** conveys a concrete yet unrealized vision for the organization. It consists of a **vision** – a clear and compelling catalyst that serves as a focal point for effort and a **vivid description** which is a vibrant and engaging description of what it will be like to achieve the vision.*

Vision:
The Maryland State Library Resource Center delivers relevant, high quality, innovative, and cost effective services to all Maryland libraries.

Vivid Description of a Desired Future:
SLRC is Maryland's number one trusted source for credible, accessible, and reliable library services available to all Maryland libraries including public, school, academic, and special.   Maryland residents have access to the information they need when they need it and thanks to SLRC and its library partners, have a high-level of information literacy.

Committed to life-long learning, SLRC staff translates what they learn from their frequent interactions with customers and partners to design and deliver services that address current collection needs. Experts in their field, SLRC staff deliver top-level instruction and products based on the particular needs of each library in the state. SLRC leadership embraces a culture of continuous evaluation that requires them to adopt new resources and services and let go of things no longer relevant.

SLRC offers a variety of up-to-date, creative services and trainings appropriate and scaled to individual libraries and following best practices. Responsive to the needs of all libraries, SLRC has the best locally available resources and databases at very low or no cost and offers free access to collections with seamless delivery. Communities are enhanced and empowered by free internet to all. SLRC promotes the elimination of barriers, for example, by providing access to special traveling cultural exhibits and by buying and sharing databases that individual communities simply couldn't afford otherwise.

Goals and Objectives (three-five years)

Goals represent outcome-oriented statements intended to guide and measure the organization's future success. The achievement of each goal will move the organization towards the realization of its "Envisioned Future." Supporting objectives further clarify direction and describe what the organization wants to have happen. In other words, a descriptive statement of what constitutes success in measurable terms.

Priority Key:
(I) = Must begin objective in next fiscal year
(M) = May begin objective, if resources permit, in next fiscal year
(L) = Begin objective in subsequent fiscal year

1. **Awareness**
   Goal: All Maryland libraries are aware of SLRC resources and services.

   Objectives:
   1. Expand awareness geographically with emphasis on rural, suburban, and urban areas. (L)
   2. Expand awareness by all types of libraries (special, school, academic) with emphasis of school libraries. (M)
   3. Expand the awareness of SLRC services to Maryland library staffs at all levels, (I)

2. **Digital Inclusion**
   Goal: Through SLRC, Maryland libraries have access to digital resources and technology to achieve digital equity statewide.

   Objectives:
   1. Enhance and improve high speed Internet access to rural and underserved areas of the state.(I)
   2. Enhance the use of emerging technologies to deliver services to targeted libraries. (L)
   3. Improve local bandwidth capacity through promoting strategic solutions for technical staff. (M)
   4. Increase awareness and maintain support of local digitization efforts (Digital Maryland). (I)
   5. Enhance training opportunities to support local staff to increase digital literacies in their communities. (M)

3. **Staff Development and Training**
   Goal: Through SLRC training and development opportunities, Maryland library personnel (or employees) are better able to provide high quality service to their customers.

   Objectives:
   1. Expand training delivery options. (M)
   2. Enhance the relevance of training topics.(I)
   3. Increase the number of libraries served, with an emphasis on rural libraries. (L)