

**Beginnings Report on the
Future of Wisconsin Libraries
2008-2018**

**Presented by the
Executive Planning Group on the Future of Wisconsin Libraries**

**Approved by the Council on Library and Network Development (COLAND)
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I. Introduction

In 2007, economist David J. Ward studied the financial return on investment for public libraries in Wisconsin¹ and found that the return on investment in library services is \$4.06 for each dollar of taxpayer investment. The study draws a clear picture of library services that help people find jobs, retrain and re-educate for new careers, start and grow small businesses, and much more.

On May 5-6, 2008, the Council on Library and Network Development (COLAND), in cooperation with State Superintendent of Public Instruction Elizabeth Burmaster, sponsored a Strategic Visioning Summit on the Future of the Library. The Summit was an invitational event attended by 100 key library leaders and library advocates from across the state of Wisconsin. In developing the vision for libraries, Summit participants took into consideration Superintendent Burmaster's 21st century education initiatives as well as Governor Doyle's *Grow Wisconsin* plan.

The purpose of the Summit was to develop a vision and strategic directions for how libraries of all types will contribute to the continued prosperity of Wisconsin and its communities by promoting

- Quality of life,
- Health of our democracy,
- Educational excellence,
- Economic and workforce development, and
- Preservation of our heritage and culture.

In preparation for the Summit, COLAND sought input from library practitioners, library organizations, library users, and library supporters. COLAND appointed an Executive Planning Group to plan the Summit and to facilitate the discussions at the Summit. The Executive Planning Group created a website to solicit nominations for participation at the Summit, gather feedback on key questions regarding the future of libraries, and post information on the summit findings. <http://dpi.wi.gov/coland/vision.html>

This *Beginnings Report on the Future of Wisconsin Libraries* documents the main outcomes of the Visioning Summit. Everyone is encouraged to get involved in creating the future of Wisconsin libraries. Go to the COLAND web site and read more, respond to the ideas in this report, implement these ideas in your communities, or volunteer to work on action items. By working together, libraries and their communities will continue to sustain and transform the educational vitality and economic prosperity of Wisconsin.

¹ See "The Economic Contribution of Wisconsin Public Libraries to the Economy of Wisconsin" in the Appendix.

II. Roadmap to the Future

Vision for the Future of Wisconsin Libraries

Wisconsin libraries sustain educational development and economic prosperity by:

- offering rich opportunities for individual development
- teaching literacies to succeed in today's knowledge-based economy
- serving as the “anchor store” for community development
- preserving our cultural heritage

Values for the Future of Wisconsin Libraries - Wisconsin citizens value:

- Access to educational, informational, health, economic, and workforce development resources that strengthen families and communities as well as the “bottom line.”
- 21st century literacies and lifelong learning across all populations, cultural groups, and economic strata.
- Libraries of all types as information and problem solving centers of every community.
- Universal and free access to information to help close the digital divide.
- Librarians who are passionate and engaged deeply with their communities.
- Partnerships in sharing resources and information across communities.
- Librarians who are politically aware and involved – in touch with stakeholders and constituents, advocating to policy makers.

Strategic Directions for the Future of Wisconsin Libraries

Strategic Direction 1. One card – any library

By 2018, Wisconsin libraries and all they contain will be universally accessible through a single library card available to all residents of the state - a “forever library card.”

Objective 1. Gain support for the concept through pilot projects in key regions by 2010.

Objective 2. Gain political support for a funding mechanism for implementation.

Objective 3. Create a multi-step, phased approach to implementation with built-in sustainability.

Strategic Direction 2. Robust Bandwidth

Wisconsin citizens are limited in their educational attainment and workforce participation when they do not have access to broadband network services. To level the playing field for all communities, libraries/educational institutions must have access to robust and sufficient broadband network services by 2010.

Objective 1. Build coalitions with public agencies, private organizations, and network providers, and gain political support for the concept.

Objective 2. Ensure adequate support for current state funding mechanisms (TEACH).

Objective 3. Develop resource sharing and funding mechanisms for implementation.

Objective 4. Deliver more digital resources via the network.

Objective 5. Expand content on BadgerLink and publicize its value.

Objective 6. Library systems should explore installing their own fiber to serve member libraries' connectivity at the lowest possible cost.

Objective 7. Library systems should monitor the next contract for BadgerNet services.

Strategic Direction 3. Libraries as “anchor store”

Urban and rural communities across the country have strategically located public libraries to stimulate economic development, improve the safety of neighborhoods, and improve literacy for their citizens. In schools and universities, libraries serve as an anchor for intellectual development. In the private sector, such as health care facilities, library/information centers educate and serve the information needs of their clients. Wisconsin will expand and promote the “anchor store” concept for strategic use throughout the state. By 2010, Wisconsin libraries will be recognized as community development engines, providing knowledge resources and community gathering spaces, attracting business to the area.

The Department of Public Instruction should expand the impact of the *Student Learning Through Wisconsin School Libraries* study by demonstrating the fiscal impact of increased educational attainment fostered by quality school librarians.

Objective 1. Find and publicize “anchor store” success stories from all types of libraries, and connect to the WLA’s “Campaign for Wisconsin Libraries.”

Objective 2. Educate library trustees, school boards, and other governing bodies about the “anchor store” concept.

Objective 3. Look for opportunities for government investment (federal, state, regional, local) in the “anchor store” concept to develop Wisconsin economy and communities.

Objective 4. Publicize results of the study, *Economic Contribution of Wisconsin Public Libraries to the Economy of Wisconsin*, by Northstar Economics, Inc.

Strategic Direction 4. Universal literacies in all forms.

Wisconsin citizens must know how to find and evaluate information on a vast array of subjects in a variety of formats if they are to succeed in today’s economy. School and public libraries are where children develop the most fundamental literacy of all – the ability to read. Public libraries have always had a major role in helping adult immigrants learn English, and this role is even more important today as Wisconsin’s economic prosperity depends on a growing population of literate workers. In addition to basic reading skills, librarians in all types of libraries teach people of all ages how to search, retrieve, and evaluate information using technology. Some states, such as Vermont, have launched a 100% literacy campaign to achieve an educated workforce. By 2012, Wisconsin will launch its own version of a literacy campaign capitalizing on its robust library infrastructure.

Objective 1. Promote broadly-defined 21st century literacies (democracy, health, digital, early reading, financial, civic, research skills) so that the library is universally recognized as the “go to” place for improving literacy.

Objective 2. Ensure that every child in school has regular and sustained access to a librarian trained in teaching 21st century literacy skills. Support the employment of at least one full-time certified school library media specialist and appropriate support staff in every school district, and additional professional and support staff for every 650 students.

Objective 3. Work with news media to feature 21st century libraries on a regular basis.

Objective 4. Build strategic alliances among educational entities to sponsor literacy programs.

Objective 5. Promote all types of libraries as learning centers and providers of educational resources. Librarians teach library users how to search, retrieve, evaluate, and apply sources of information, including the repurposing of information and the creation of new information. Libraries are providers of technology and they assist people in using computers to apply for jobs, file taxes, take classes, and research information for personal or business development. The Department of Public Instruction works with schools to ensure that all students get public library cards.

Objective 6. The Department of Public Instruction widely publishes data that demonstrates the improved performance (test scores) in schools that have quality school librarians.

Strategic Direction 5. Embedded librarians

When librarians are at the table they help bring information tools and resources to bear on complex problems and economic opportunities in schools, the workplace, and city government. By 2011, Wisconsin libraries will pilot outreach programs to bring the library's resources to the people who need them by "embedding" librarians in community and institutional planning groups.

Objective 1. Inspire and facilitate community engagement with librarians out in the community, enabling libraries to respond to changes in the community.

Objective 2. Provide training for librarians to become engaged and "embedded" in their communities or organizations.

Objective 3. Reallocate resources from internal processes to outreach services as appropriate to meet local community needs.

Objective 4. Recognize and promote the role of librarian as partner with other members of their communities.

Objective 5. Find and publicize "embedded" librarian success stories and encourage the media to publish widely.

Objective 6. Fund demonstration/challenge/matching grants to support efforts to embed librarians in all types of libraries.

Objective 7. Educate trustees about the value of "embedded" librarians to the community.

Tactics for the Future of Wisconsin Libraries

Summit participants identified several tactics that should be employed to achieve these strategic directions.

Collaborations – To carry out the vision and strategic directions, librarians need to build productive relationships with other librarians and with staff at agencies with compatible missions and goals such as chambers of commerce, planning commissions, economic development committees, community planning groups, non-profit organizations (religious, social-service educational, cultural and artistic, etc.), museums, archives, corporations, businesses, and emergency services. Traditional collaborations with the Department of Public Instruction would continue and new collaborations with the

Department of Workforce Development would help improve library contributions to Wisconsin's economic prosperity.

Strategic communication – Strategic communication is talking about the needs of the people in the language of the people. Marketing, public relations, and outreach are needed to connect even more users with what the library offers in terms of educational, economic, and workforce development. The results of the Visioning Summit should be translated into communication pieces for various audiences to publicize what is going on in libraries. It is important to promote and market all libraries as the information and problem solving centers of every community

Funding – Through collaborative efforts, librarians have been able to expand access to resources during tight budget times and work together for the betterment of library services for Wisconsin citizens. Libraries should diligently assess opportunities to increase efficiencies, reallocate resources to accommodate changing priorities, share resources with other libraries, and redesign business processes to improve service. The establishment of library districts has been discussed in the past and may be a way to build new political and economic coalitions to support the vision and strategic directions. The technical college system has been very successful as an independent taxing district and the legislature likes the way it works despite criticism from some community members. Governor Doyle's *Grow Wisconsin* agenda supports economic development in regions of the state. Colorado has a successful model of library districts. Would it work in Wisconsin?

Professional Development – Current and incoming library professionals must have opportunities to explore their potential for transforming their own practice and service. The Master of Library Science (MLS) degree does not provide all the expertise needed to be successful today. Strategic communication, public relations, coalition building, and business savvy are but a few of the new skills needed for librarians to flourish in the new economy and to become consultants and advisors for external entities. Library schools may need to modify curriculum, but more importantly librarians and library staff need to cross-train with other professions. Libraries need to hire professionals who can bring a variety of skills and passion to the organization.

III. Key Findings

From Day 1 of the Strategic Visioning Summit

On Day 1, Summit participants worked in teams organized around five themes:

- 1) Services and Roles
- 2) Physical/Virtual Space/Infrastructure
- 3) Organizational Collaboration
- 4) Education and Literacy
- 5) Economic Development & Financial Resources

Their assignment was to discuss issues surrounding the assigned theme, identify what is needed and why it is important, think about five years and ten years into the future, and distill their findings and recommendations into a 10 minute presentation, to be delivered to the entire group the next morning. Following are the main points of those presentations:

Presentation 1: Services and Roles

Theme Statement: The library will inspire and facilitate communities that are engaged with knowledge, learning, and democracy through an accessible and equitable re-conceptualization of the development and delivery of our commonly offered services and through the removal of our current organizational barriers.

Core Elements

- Individual Development
 - Lifelong learning
 - Inspiration
- Community Engagement
 - Democratic process & principles
 - Library in place (outreach); Library as place (physical)

Today's Situation

- Resource Sharing: We could do it better!
- 19th century organizational structure and funding
 - outdated or inadequate physical structures
- Librarian as clerk obscures our expertise
- Digital Divide; haves and have-nots
- Isolated service development leads to duplication in inventing wheels and flat tires
- Non-existent or inadequate marketing

How Did We Get Here?

- 19th century mode/Carnegie model
- 20th century efforts
- Contact – Cooperation – Collaboration
 - Library system development/UW system
 - Resource libraries
 - Integrated library systems

Available Options

- Remove our self-imposed barriers
 - Unwillingness to develop new skills
 - Competition for patrons
 - Territorialism
- Legislative change
- Reallocation of funds
- More money!

Recommendations

- Advocating and marketing effectively
- COLAND and DPI should support piloting cooperative development of staff expertise, services, and collections
- Streamline governance
 - Consolidate administrative units, not facilities

Specific ideas

- Reassess
 - Certification/licensing
 - Core library education courses
- Standards with teeth

Presentation 2: Infrastructure, Technology

The Ubiquitous Library

- Statewide library card
- More statewide databases
- Statewide portal of state and local resources
- Digitization
- Technology goes where people are
- Unlimited bandwidth
- Libraries as social hub
- Libraries as early adopters

Knowledgeable and Adequate Staff

- Training in technology and customer services
- Collaboration with library schools

- Update library school curriculum
- Directory of skill sets/sharing expertise
- Partnerships to develop training
- Highly adaptable/flexible staff
- Updating certification standards for librarians
- Training for library boards and friends
- Hiring shared high level expertise
- Look beyond the MLS

Community, Branding and Marketing

- Trusted source of knowledge
- Community partnerships
- Reach non-users
- Greater investment in marketing and public relations – professional/collaborative
- Library as a destination

Facilitators of Change

- Involved in the community
- Community involvement in the library is welcomed
- Closing the digital divide
- Literacy (health, ELL (English language learning) technology)
- Research and development for business and government
- Small business center
- Career resource center
- Information and referral services

Presentation 3: Organizational Collaboration

Anyone, Anything, Anywhere, Anytime

- There are lots of logistical issues but we want to move these things forward...
- And that means we need to talk with one another on an ongoing and regular basis
- We're all in it together!

Lifelong Library Identity

- Statewide library card
- User personae (see Ohio)
- There will be discrepancies in service
- Working out the details will be a significant challenge
- A powerful symbol for libraries –and for the state

BadgerLink: TNG

- Cradle to grave – something for everyone
- Need additional resources

- Need to keep the library brand – people should associate BadgerLink with libraries
- Need for extreme marketing

Embedded Librarian

- Community-based reference
- Teaching information retrieval/literacy
- Moving librarians to where the people are
- Integrating the librarian into peoples' lives
- “My Librarian”
- Having a “seat at the table”
- Being at the table as a collaborator – we’re going to them instead of them coming to us
- We have “mad skilz” – but we need to listen, not pontificate
- Changing expectations when hiring
- Training for added-value reference (library schools)
- Small libraries may need System help

Strategic Communication

- These initiatives need catchy names – for our strategic communications
- Talking about the “Needs of the People in the Language of the People”
- Remembering we need to talk the “Language of the Children” too...

Partnerships in the Community aka Strategic Alliances

- Expand our base of collaborative partners: schools, museums, literacy groups, local businesses, emergency services
- For instance, we could partner with economic development groups to improve bandwidth and technology infrastructure – the importance of equalizing access
- Benefits to the library **and** to the collaborative partner
- Rotary membership (e.g.) – making the connection within the community
- Importance of collaboration with schools
- Including schools in shared systems

Collaboration for Effective Legislative Advocacy

- We need to advocate for each other’s concerns on the library legislative agenda
- Need for legislative changes so that we’re not in competition with each other for funding
- Need to talk with each other all the time – it’s all about the relationship building

Cooperative Resource Management

- Combining our buying power, sharing responsibilities...
- We’re reducing waste, duplication
- Becoming more efficient means we have more time to communicate (with Rotary, etc.) , do outreach, more engagement....

All One, All One

- We're all in the same business
- We need to be sending the same message
- We need to talk, share and trust each other

Presentation 4 : Education & Literacy

A literate Wisconsin: All residents of Wisconsin will possess literacies required to participate in the 21st century global knowledge society.

Objective 1: the public will recognize the library as go-to place for all literacies (21st century skills framework)

- Promoting and marketing all libraries as the information and problem solving center of every community
 - Value added (\$4.06)
 - Free access
 - Multiple literacies
 - Social and economic engine for each community
- Collaboration with other community organizations and agencies
- Active delivery of services
 - 24/7 services
 - new alternative delivery of training

Objective 2: Create 21st century librarians: mindset shift to enable community members to reach their potential through innovative and fluid services

- Develop professional and continuing education that embraces:
 - Passion: engaging deeply with the community
 - Practice: combining core competencies with experimentation, innovations, and reflection
 - Partnership: developing collaborations
 - Politics: being politically involved, building constituencies

Objective 3: A school librarian in every school

- Share/promote the value of school libraries to student achievement
- Seek legislation/regulatory guidelines to mandate a school librarian in every school
- Seek source for start-up funding to accomplish this statewide initiative

Recommendations:

- Keep telling the story of individual libraries to decision makers, parents, and community
- Training people to tell their stories better
- Use 21st century tools to constantly communicate with the constituents
- DPI, state associations, COLAND do statewide promotional contest (CyberHunt)
- Cooperative professional development

- Work with media, i.e. Discover Wisconsin – have this program feature a different 21st century library on a regular basis

Presentation 5: Economic Development & Financial Resources

Vision Statement: The library is a vital economic workforce and education contributor in the community.

Four concepts about libraries:

- “Anchor store” in the knowledge-age community
- Partnering and providing services in economic and workforce development
- Create an organizational structure to achieve economic and workforce development goals
- Marketing and Outreach

“Anchor stores” in the knowledge age community

- The “stores” exist in the context of the global community
- Library as portal to other services including evolving, non-traditional services like online courses or learning modules
- Serves as catalyst
- Programs and Services
 - Literacy under economic development realm
 - Strengthen families with access to education, economic and workforce development resources
- Library has to take a front and center role
- Provide access to computers, Internet , job applications, taxes
- Location is important – virtual and physical

Partnering and providing services in economic and workforce development

- Cooperation of all types of libraries with each other and
 - Governmental agencies
 - Profit and non-profit
 - Chambers of commerce
 - Planning commission
 - Community planning
 - Religious organizations with schools and other community services (private schools)
- Statewide partners
 - DPI, DWD, and others working together

Create an organizational structure to achieve economic and workforce development goals

- Funding: Statutory change so that full support for systems is required not recommended
- Libraries included in economic development decision-making process

- Libraries are statutorily required to be consulted during local development projects, for example a library services impact statement.
- Develop regional model for support and funding and (Library District – Systems, CESA?)
- Changing role of libraries
 - New skill sets for staff, training
 - Libraries may need to re-prioritize services based on changing needs

Marketing and Outreach

- Librarianship by walking around
- Library SWAT teams for economic development
- Pushing services to where people are and when they need them
- Adding economic impact for other types of libraries as well as missed categories
- Special needs collections – learning a language, etc.

From Day 2 of the Visioning Summit

Following the presentations by the five teams, the participants came together as a committee-of-the-whole, engaging in an open discussion/debate about the ideas presented. The ideas were then dissected and assessed in small group discussions and presented back to the participants, again operating as a committee-of-the-whole. The ideas were grouped into logical affiliations and assembled on flip charts. At the end of the day, participants expressed their priorities by applying red dots to the flip charts, and signed their names if they were willing to expend effort in furthering the ideas. The findings on the flip charts are listed below, along with the votes and the names of interested persons.

The ubiquitous/engaged library - ever present library (91 votes)

- Engaged library – Library IS community
- Library as community “anchor” (focal point) – Leader
- Anywhere, Anytime Accessibility to Library Services
- Roving Librarians/Outreach or consultant librarians in the community
- Sanctuary for those in need – “the safest place to know”
- Inspire and facilitate community engagement, collaborating with the community
- Library out in the community, library responding to change in community
- Inspire communities, anchor in the community
- Outreach and community integration
- Inspire communities, anyone/anywhere/anytime/anything
- The ubiquitous library and all that implies
- You can do it* in the library (*anything)
- Libraries as cool destination; connections, especially with teens
- Engage with knowledge, learning, democracy
- Library as “go-to” place

- Young adults, teens – issues and gathering points
- Library as social hub
- Have resources where people are “Exposing resources on the web”
- Accessible and equitable development and delivery of services
- Library is a vital economic workforce, and education contributor
- Embedded librarian

Individuals who signed on to these ideas: Mike Bahr, Ron McCabe, Lisa Jewell, Terry Dawson, Matt Rosendahl, Doug Lay, Krista Ross, Christopher Gawronski, Keith Schroeder, Mark Beatty, Tasha Saecker, Charlene Pettit.

Change: Efficiencies and Resource Management (85 votes)

- Reassess and reallocate for greater efficiencies to meet needs of community
- Fewer boards, more outlets (bigger collection, more services)
- District legislation
- Legislative changes: statewide card, governance (larger units) requiring school librarian in every school building or by per student
- Cooperative realignment of roles and responsibilities
- Develop business models to accomplish vision, include reorganization, funding
- Look for creative sources of funding
- Look internally at reallocating resources
- Outsource
- 21st century funding strategies
- Change: library education, attitudes of librarians, governance model, funding, legislative
- Hiring experts at state level
- Library districting
- Share expertise
- Green libraries
- Library as agent of social reform
- Create organizational structure for economic and workforce development goals

Individuals who signed on to these ideas: Mike Bahr, Tasha Saecker, Krista Ross, Linda A. Bendt, Lisa Jewell

Literacy and lifelong learning (74 votes)

- Collaborative lifelong learning
- Wisconsin libraries lead the development of a 21st century knowledge society through collaboration with strategic partners
- Collaboration/sharing partnerships (among libraries, businesses, and non profits) to share services, expertise (as well as resources)
- Improve educational infrastructure (early childhood-lifelong learning) by working in a collaborative effort
- Promote literacy, broadly defined

- 21st century literacy: health, medical, digital, early, financial, civic, information
- Cradle to grave emphasis on 21st century literacy
- Statewide collaboration for 21st century literacy through library districts, multiple alliances, taking it to the street
- Collaboration for more meaningful and accessible library service
- 21st century literacy
- Strategic alliances: partnerships, sponsors, relationship building
- School librarians: especially at the elementary level, x number per school populations, key to literacy, teacher-librarian
- Literacy/reading emergent issue – strong school libraries with librarians in every school
- Collaboration with other organizations, agencies
- Prime time

Individuals who signed on to these ideas: Faith Schroeder, Ron McCabe, Penny Garcia

1 Card (66 votes)

- One Card – Ms Burmaster: Tear/Break down these walls!
- Everyone, Everywhere, all the time, all our services (state card)
- 1 card, 1 library
- One state, one library
- Lifelong library identity including a Wisconsin library account/card
- Statewide library card
- The or Your Wisconsin Library Idea

Individuals who signed on to these ideas: Linda A. Bendt, Mike Bahr, Penny Garcia

Infrastructure (54 votes)

- Statewide portal – user friendly searchable
- More statewide databases
- Digitization
- Bandwidth
- Digitizing, disseminating information and accessing it
- Install fiber
- Shared storage facilities
- DOT build roads and include fiber
- More digital, less physical
- Statewide automation and cooperation, BadgerLink, digitization, virtual reference, resource sharing
- BadgerLink – TNG, the great equalizer
- Portal – dissemination of digital resources
- Automated material handling

Individuals who signed on to these ideas: Bob Bocher, David Polodna, Mark Beatty, Pat Wilkinson, Lisa Jewell

Marketing Advocacy – Strategic Communication (49 votes)

- Marketing the role and services of the library to the community
- Improving and targeting “the message”
- Marketing/PR “sell” what we are/got
- Advocating /marketing library needs to be collaborative
- Strategic Communications – integrated statewide professional program, highlighting our key “benefits” or services, targeted to our primary (which should be studied) audiences – children, care givers, students, businesses, job seekers, lifelong learners, ESL, not just marketing, customizable by systems and libraries
- Marketing the common value of all libraries
- Community branding and marketing
- Strategic communication
- Legislative advocacy

Individuals who signed on to these ideas: Carol Diehl

Professional Development (40 votes)

- Create opportunities for current and incoming library professionals to explore their potential for transforming our own practice and service
- Changing role of librarians – be the “embedded librarian” new skills, new mindset, technology
- CE and certification requirements for all library staff and trustees
- Acquiring new skills and new mindset for library staff – fundraising, lobbying, process improvement
- Relevant professional development
- Knowledgeable and adequate staff
- Certification program for trustees
- Accessibility training
- Diversity recruitment
- Changing attitudes – “can do”
- Training for library boards

Individuals who signed on to these ideas: David Polodna, Catherine Hansen

IV. Background & Activities - Visioning Summit

Background for the Visioning Summit

The purpose of the Visioning Summit was to develop a vision for how libraries of all types will contribute to the continued prosperity of Wisconsin and its communities by promoting

- Quality of life,
- Health of our democracy,
- Educational excellence,
- Economic and workforce development, and
- Preservation of our heritage and culture.

The Summit was intended to develop short term (1-3 years) and long term (5-10 years) recommendations. Planning for the Visioning Summit would:

- Support 21st century education initiatives.
- Include all types of libraries.
- Encompass “library service development” construed broadly.
- Explore a vision for the future of library services.
- Include 100 invited participants representing library constituents.
- Include activities to encourage broad participation in the pre- and post-Summit activities around the State, especially through a virtual environment.

Desired Outcomes of the Visioning Summit would include:

- A vision for how libraries of all types will contribute to the continued prosperity of Wisconsin and its communities.
- Identification of prioritized strategies/ideas for dissemination to the “entire” library community.
- Recommendations to the Superintendent for the 2009/11 budget initiatives.

The Summit was an invitational event attended by 100 key library leaders and library advocates from across the state of Wisconsin. In developing the vision for libraries, Summit participants took into consideration Superintendent Burmaster’s 21st century education initiatives as well as Governor Doyle’s *Grow Wisconsin* plan.

In preparation for the Summit, COLAND sought input from library practitioners, library organizations, library users, and library supporters. COLAND appointed an Executive Planning Group to plan the Summit and to facilitate the discussions at the Summit. The Executive Planning Group consisted of four COLAND members, four staff from the Department of Public Instruction, and seven members of the library community with representatives from all types of libraries. The Executive Planning Group created a website for communication (<http://dpi.wi.gov/coland/vision.html>), developed a process for selecting the attendees, planned the agenda, and solicited broad input from across Wisconsin on the following questions:

- 1) How will the library of the future contribute to the quality of life in our communities?
- 2) How will the library of the future contribute to the health of our democracy?
- 3) How will the library of the future contribute to educational, economic, and workforce development?
- 4) How will the library of the future contribute to the preservation of the heritage and culture of our communities?
- 5) How do we design library services and infrastructure to effectively serve everyone in the community?
- 6) How do we leverage and maximize the investment in education and library services through cooperation and collaboration?

Members of the Executive Planning Group teamed up to review the hundreds of responses to these questions and created theme posters for the Summit. The posters, which can be found at a separate link on the COLAND website, were valuable for stimulating discussion during the two day Summit. Many of the ideas on the posters have been incorporated into the vision, values, and strategic directions.

Activities at the Visioning Summit

Assistant State Superintendent Rick Grobschmidt opened the Summit by introducing State Superintendent Elizabeth Burmaster, who spoke about the important work of libraries in contributing to the educational and economic development of the state. A keynote presentation by Jamie LaRue, director of the Douglas County (Colorado) libraries, encouraged the participants to think about the “library brand,” to reach out to our communities through the concept of “embedded librarians,” and to work together to achieve better library service for all. A professional facilitator, George Watson, provided guidance for the visioning process and direction for small and large group discussions.

Summit attendees participated in teams organized along the following themes:

- Services and Roles
- Physical/Virtual Space/Infrastructure/Technology
- Organizational Collaboration
- Education and Literacy
- Economic and Workforce Development

Initially there were two teams for each of the five themes and they explored the following questions: what is needed, why it is important, what “done” might look like, and who are the stakeholders? The two teams merged and shared their responses to the questions. The assignment for the remainder of the afternoon was for each merged team to prepare a 10 minute presentation highlighting their findings and recommendations to be delivered the following morning to the entire group.

Dinner included a presentation by David J. Ward, president of Northstar Economics, on the Economic Impact of Wisconsin Public Libraries, based on the study completed by

Northstar. A key finding of the study was, for every dollar invested in public libraries, the return on investment is \$4.06. Dr. Ward noted he was surprised at how little is known, collectively, about what a modern library has and what it does. He encouraged Summit participants to educate each other and to get this very positive message out to the public.

The following morning each of the five teams presented the results of their discussions and responded to questions from the larger group. The full group participated in a discussion/debate, assessment, and ranking of the ideas from the presentations. The outcome of this discussion was to reorganize the ideas into the following categories:

- Ubiquitous/engaged library
- One state-one card
- Infrastructure
- Professional development
- Literacy and lifelong learning
- Change-efficiencies and resource management
- Marketing advocacy and strategic communication

This exercise served to sort out the ideas and provide a broad discussion about the meaning of the ideas and some of the opportunities and threats they represent. Near the end of the Summit participants voted for the ideas they felt were most important and would be willing to pursue. The very last activity for participants was to provide written feedback to the Executive Planning Group. Eighty percent of the participants indicated in writing that they would be willing to assist in future activities to carry out the vision for Wisconsin Libraries. The appendix includes information on how people would like to contribute to the future development of libraries in Wisconsin.

V. Recommendations for DPI 2009/11 Budget

Short term 2008-2011 (reviewed and endorsed by COLAND 5/29/08)

1. Expand BadgerLink content – Invest \$1 million for the purposes of promoting literacy and statewide economic growth
2. Increase funding for 24/7 Virtual Reference by \$100,000
3. Increase funding for Delivery Service for Interlibrary Loan by \$400,000
4. Full funding for library contracts

Long term 2010-2018 (not yet reviewed by COLAND)

1. Consider other studies measuring the value of Wisconsin Libraries
2. Advocating and marketing effectively (see “Community Branding and Marketing” and “Communication – Strategic” slides)
3. Streamlining governance (consolidate units)
4. Review certification/licensing needs
5. Training: Technology and customer services
6. Collaboration with library schools
7. Update library school curriculum
8. Directory of skill sets/sharing expertise
9. Partnerships to develop training
10. Highly adaptable/flexible staff
11. Updating certification standards for libraries
12. Training for library boards, school boards, other governing bodies, and Friends groups
13. Unlimited bandwidth
14. Libraries as early adopters
15. Staffing recommendations for schools (certified librarians)

VI. Communications Plan

The following describes the initial steps of what will be a longer-term process. A chief learning at the Summit was that libraries are already contributing in substantial ways to the economic and educational well-being of Wisconsin citizens. But far too few people know about it – especially the taxpayers. A critical task now is to expand the base of support for libraries within state and local governments. Equally essential will be giving librarians across the state the “permission” and the tools for telling the “library story” clearly and persuasively. The process of building support through strategic communication takes time. But we must begin.

Here is the vision and the key messages that will guide our actions:

VISION

Wisconsin libraries sustain educational development and economic prosperity by:

- offering rich opportunities for individual development
- teaching literacies to succeed in today's knowledge-based economy
- serving as the "anchor store" for community development
- preserving our cultural heritage

KEY MESSAGES

Libraries in Wisconsin are working together, combining their strengths to be a vital part of Wisconsin's future. Here's what Wisconsin libraries bring to the table...

"Libraries: Your information and problem-solving centers"

Forever ready for the future with your "forever library card"

The best things in life aren't things. Look to your library for the connections that matter: to community, knowledge, pleasure, educational growth.

Wherever you are, the library is there. (Providing for continuum of learning and literacy needs birth to senior years/ubiquitous connection - wired everywhere, unlimited bandwidth).

"The best investment you can make" - Libraries and their array of services return \$4.06 for every \$1 of taxpayer funding.

Audience / Segment	What they need and want to know	When?	Suggested format(s) for information	Key Points
COLAND	What happened at the summit	Early August 2008	Summit Web site with great name and message - to serve as future site of Blog, forums, all actions and news that stem from the actions stemming from the Summit. Promo email with photo or two and "teaser text" that gets reader to anticipate the printed report Written report available as download through Summit Website	There's a clear plan Here it is Stay tuned for how you can play a part
Supt. Elizabeth Burmaster	What happened at the summit	Early August 2008	Web link Promo email Written report	Your support is vital to activating the plan Libraries are an essential part of the educational and economic fabric of Wisconsin
DPI	What happened at the summit	Early August 2008	Web link Promo email Written report	Your support is vital to activating the plan Libraries are an essential part of the educational and economic fabric of Wisconsin

Governor	What libraries are doing today, how cost-effective they are at doing it, and why it matters to Wisconsin	TBD should be strategically planned; Idea: a strategic communications sub-group could be tasked with this led by a strategic communications expert
Legislature	What libraries are doing today, how cost-effective they are at doing it, and why it matters to Wisconsin	TBD same as above
Media	What libraries are doing today, how cost-effective they are at doing it, and why it matters to Wisconsin	TBD
General Public	What libraries are doing today, how cost-effective they are at doing it, and why it matters to Wisconsin in general and my community in specific	TBD
Other: Outside influencers, tastemakers, opinion shapers	What libraries are doing today, how cost-effective they are at doing it, and why it matters to Wisconsin in general and my community in specific (opportunity here for great stories to capture interest)	TBD

Local decision-makers (city councils, school superintendents, library trustees)	What libraries are doing today and why it matters to Wisconsin as a whole and my community in particular	TBD	
Librarians statewide	Permission and a plan for bringing visibility to what libraries do and how it's tied into economic development, community well- being and a future state that all of us collectively want.	Sep-Nov 2008	"Splash" or kickoff event at WLA in Middleton preceded by, promoted through Tickler postcards Email advertising that accompanies WLA registration

Appendices

Agenda

Strategic Visioning Summit on the Future of the Library

Co-sponsored by
the Wisconsin Department of Public Instruction
Elizabeth Burmaster,
State Superintendent of Public Instruction

&

the Council on Library and Network Development
Kathy Pletcher, Chair

May 5-6, 2008
Heidel House Resort
Green Lake, Wisconsin

Agenda – Monday, May 5th

9:00 a.m. - Noon Dartford Lobby and Ballroom

**9:00 – 10:00 a.m. Arrival / Continental Breakfast
Networking and Gallery Walk**

10:00 – 10:30 a.m. Welcome and Opening Remarks
Rick Grobschmidt, Assistant State Superintendent,
Division for Libraries, Technology, and Community
Learning
Elizabeth Burmaster, State Superintendent of Public

Instruction

Kathy Pletcher, Chair, Council on Library and
Network Development (COLAND)

10:30 – 11:15 a.m. Keynote Address:
*The Indispensable Library: Thriving in the 21st
Century*

Jamie LaRue, Director, Douglas County (Colorado)
Libraries

- 11:15 – 11:30 a.m.** **Break & Gallery Walk**
- 11:30 a.m. – Noon** **Visioning Process:** George Watson, Summit
Facilitator
- Noon – 1:15 p.m.** **Boathouse (lower level)**
- Noon – 12:45 p.m.** **Working Lunch at topic tables**
1) Services & Roles
2) Physical / Virtual Space / Infrastructure /
Technology
3) Organizational Collaboration
4) Education & Literacy
5) Economic Development & Finance
- 12:45 – 1:00 p.m.** **Sharing – Facilitators will share one highlight
from their group’s discussion**
- 1:00 – 1:15 p.m.** **Break**
- 1:15 - 5:00 p.m.** **Break-out Rooms by Teams**
Services/Roles – Lucas Bluff (lower level)
Physical/Virtual/Infrastructure – Dartford A
Organizational Collaboration – Dartford B
Education & Literacy – Dartford C
Economic/Workforce Development – Dartford D
- 1:15 – 2:00 p.m.** **Teams go to Break-out rooms and split into
two discussion groups of equal size**
Answer the following questions on your topic:
a) What is needed?
b) Why is this important?
c) What might “done” look like?
d) Who are the stakeholders?
Write ideas on easel pads.
- 2:00 – 2:45 p.m.** **Groups merge to form one team**
15 minutes: Group A presents to Group B
15 minutes: Group B presents to Group A
15 minutes: Discussion – look for differences and
common ground; use easel pads to track ideas
- 2:45 – 3:30 p.m.** **Refreshment Break**

**Hotel check-in
Gallery Walk**

- 3:30 – 5:00 p.m.** **Topic Teams prepare presentations**
Each team will prepare a 10 minute presentation, highlighting its findings and recommendations that will be delivered following the morning.
- 5:00 – 6:00 p.m.** **Break**
- 6:00 – 7:30 p.m.** **Boathouse (lower level)**
- 6:00 – 7:30 p.m.** **Dinner**
- 6:30 – 7:30 p.m.** **Presentation:**
The Economic Impact of Public Libraries
David Ward, Chief Executive Officer,
NorthStar Economics
Introduction by Ken Frazier
Question and Answer session, moderated by Ken Frazier

Agenda – Tuesday, May 6th

- 7:30 – 8:30 a.m.** **Boathouse (lower level)**
Buffet breakfast
Hotel check-out
- 7:30 – 11:45 a.m.** **Dartford Lobby and Ballroom**
- 7:30 – 8:30 a.m.** **Gallery Walk Vision / Topics / Photos**
- 8:30 – 8:45 a.m.** **Progress Report – Kathy**
- 8:45 – 10:15 a.m.** **Team Presentations**
(10 minute presentations with 5 minute Q&A)
- 10:15 – 10:30 a.m.** **Refreshment Break**
Continue hotel check-out
- 10:30 – 11:00 a.m.** **Review progress, what’s missing? – Kathy Pletcher & George Watson**
- 11:00 – 11:45 a.m.** **Vision: George**
Review definition of Vision

	Highlight results of preliminary vision exercise Facilitate vision session Write vision ideas on easel pads
11:45 a.m. – 12:30 p.m.	Boathouse (lower level) Working Lunch (Groups of 10)
	There is no assigned seating for this luncheon. Tables should have light discussion/debates on the vision ideas.
12:30 p.m. – 2:30 p.m.	Dartford Ballroom
12:30 – 1:15 p.m.	Setting Priorities for the Vision Review the vision statements on the walls -- George Attendees vote on their preferred vision statements
1:15 – 1:30 p.m.	Collect results of voting - Kathy & George
1:30 – 2:15 p.m. Grobschmidt	Report on results of voting - Kathy & Rick Summarize next steps
2:15 – 2:30	Participants fill out comment cards
2:30 p.m.	Summit adjournment

Attendance List-- view at
http://dpi.wi.gov/coland/pdf/summit_attendees.pdf

Posters – view at
http://dpi.wi.gov/coland/pdf/coland_vision_summit_2008.pdf
http://dpi.wi.gov/coland/pdf/library_future.pdf
http://dpi.wi.gov/coland/pdf/library_future_preservation.pdf
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