

OLC STRATEGIC PLAN: 2018-20

MISSION STATEMENT

The Ohio Library Council is the forum in which Ohio's public library community is strengthened through advocacy, education, collaboration, and innovation.

GOAL 1: Advocate the interests of Ohio's public libraries, with a focused commitment to ensure adequate state funding.

OBJECTIVE	STRATEGIES	TACTICS	RESPONSIBILITY	TIMELINE
Promote the interests of Ohio's public libraries and the essential services they provide to citizens throughout the state.	Monitor state and federal issues affecting Ohio's public libraries, and respond in the best interest of OLC members.	Act quickly and decisively in responding to issues that impact Ohio's public libraries.	Francis, Jacobsen, Evans, Government Relations Cmte.	Ongoing
	Position the OLC as the collective voice for Ohio's public libraries.	Post messages via media releases, position papers, and/or statements on the OLC website that represent the best interest of OLC members.	Francis, Jacobsen	Ongoing
		Create talking points for leaders and members.	Francis, Jacobsen	Ongoing
		Seek opportunities with other associations and state agencies to increase awareness of the services and materials available at libraries.	Francis, Evans	Ongoing
Protect and restore state funding to the Public Library Fund during state budget deliberations.	Work with leadership and members of the 133 rd General Assembly to restore funding to the PLF during the FY20-21 budget deliberations.	Develop a campaign strategy and timeline to educate legislators and candidates on how public libraries are funded and the current status of the PLF.	Francis, Jacobsen	3 rd Qtr. 2018
		Implement a program to train directors and trustees to effectively advocate for libraries, communicate, and build relationships with legislators.	Francis, Government Relations Cmte., Leg. Network	3 rd Qtr. 2017 & 2nd Qtr. 2018
	Encourage libraries to utilize patrons and other stakeholders to be advocates for public libraries.	Use <i>This Week</i> , OLC website, and meetings with library administrators and Boards of Trustees to provide updates and access to resources to deliver consistent message to legislators and candidates.	Francis, Jacobsen, Government Relations Cmte., Leg. Network	3rd Qtr. 2018
		Provide communication tools on legislative and funding issues to all OLC members and make resources and information easily accessible online.	Francis, Jacobsen	Ongoing
		Produce a comprehensive year-end report that summarizes all advocacy efforts.	Francis	Annually

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OBJECTIVE	STRATEGIES	TACTICS	RESPONSIBILITY	TIMELINE
Ensure that the Administration and the General Assembly understand the value of public libraries, the role they play in their local communities, and the importance of the Public Library Fund.	Maintain strong relationships with House and Senate leadership.	Communicate consistent messages aligned with OLC's policies and position statements.	Francis	Ongoing
	Steadily increase OLC's influence through an ongoing educational effort directed at the Governor's office, applicable state agencies, and the legislature.	Work with the Governor's Office on Workforce Transformation to promote adult educational opportunities in public libraries.	Francis, Government Relations Cmte., Leg. Network	Ongoing
		Update the Statewide Return on Investment (ROI) report to share the comparison of Ohio with other states, and share the report with members of the legislature and media.	Francis, Jacobsen	2nd Qtr. 2018
		Serve as a resource for state government by quickly responding to needs and issues.	Francis, Evans	Ongoing
Increase public awareness of the value of libraries and position Ohio's public libraries as an essential public service.	Encourage Institutional-member directors and trustees to utilize OLC-provided information when representing the library in public and the media.	Create sample materials for OLC members to use to communicate the value and services provided by public libraries.	Francis, Jacobsen	Ongoing
		Update the Return on Investment (ROI) calculator; share results to show the economic value libraries return to the state and their communities	Francis, Jacobsen	2nd Qtr. 2018
	Document and evaluate the ways in which libraries benefit the community.	Routinely survey libraries for a list of materials and services offered and effectively utilize statistics from the State Library of Ohio.	Francis, Jacobsen	2nd Qtr. 2018
	Create a marketing campaign that any public library can use to explain its value to the community.	Develop an online marketing "toolkit" with straightforward messages and easy to use templates for letters to the editor, social media posts, etc.	Francis, Jacobsen	3rd Qtr. 2018
		Routinely showcase effective marketing campaigns used by libraries and highlight best practices and case studies in OLC communications.	Jacobsen	Ongoing

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GOAL 2: Develop high-quality public library administrators, staff members, Trustees, and Friends through unsurpassed education and training.

OBJECTIVE	STRATEGIES	TACTICS	RESPONSIBILITY	TIMELINE
Create and deliver a comprehensive array of value-added, high quality educational content and programs that address members' needs, develop outstanding library staffs, and enhance the services of their libraries.	Use Ohio Public Library Core Competencies as the foundation for all educational programming.	Annually review and update Core Competencies; maintain a record of all educational programming, noting the Core Competency addressed.	Pro. Dev. Cmte.	Annually / Ongoing
		Promote the Core Competencies at events throughout the state - e.g., New Directors Workshop, Library Accounting Conference, and Technical Services Retreat, etc.	Pro. Dev. Cmte.	At specific events / Ongoing
	Continually monitor the professional development needs of libraries and their staffs.	Use surveys, submission forms, evaluation forms, and other means to maintain the consistency and quality of professional development activities.	Pro. Dev. Cmte., Program Sponsors, Hensley, Jacobsen	At specific events
		Evaluate events and use results to identify future education needs.	Pro. Dev. Cmte., Program Sponsors, Hensley	At and after specific events;
		Continue to use OLC's Divisions, Committees, and members as primary resource for development of peer to peer education.	Charge the Division action councils and Committees with creating a yearly "Top 10" list to guide the Professional Development Committee.	Pro. Dev. Cmte. liaisons, Board liaisons
		Promote the importance of Diversity Awareness and Resources Committee in all events.	Diversity Awareness & Resources Cmte., Hensley	At specific events
		Create a "train the trainer" program to develop future professional development presenters.	Pro. Dev. Cmte.	Annually / Ongoing
	Continue to position the Convention and Expo as the premiere statewide education event that meets the needs of all members.	Develop tracks and/or sessions based on beginning, intermediate or advanced study (e.g., Outreach 101, Advanced Technology).	Convention & Expo Program Cmte., Hensley	Ongoing

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OBJECTIVE	STRATEGIES	TACTICS	RESPONSIBILITY	TIMELINE
Create and deliver a comprehensive array of value-added, high quality educational content and programs that address members' needs, develop outstanding library staffs, and enhance the services of their libraries...continued	Continue to position the Convention and Expo as the premiere statewide education event that meets the needs of all members...continued	Adequately fund the event in an effort to attract national speakers to present.	Evans, Hensley	Annually; ongoing
		Evaluate Career Fair at the 2017 Convention and Expo; modify to further expose members to other career opportunities; offer resume review; promote mentoring programs/opportunities.	Convention & Expo Cmtes., Hensley	Annually / Ongoing
	Offer "traditional" education events.	Continue to present popular events such as the Library Accounting Conference, New Director Workshops, Ballot Workshops, etc.	Divisions, Committees, Hensley	Annually / Ongoing
	Offer subject or work area specific events.	Continue to offer programming that is focused on specific areas of library service, e.g., Management, Youth Services, Outreach, Customer Service, Etc.	Pro. Dev. Cmte., Divisions, Committees, Hensley	2018 / Ongoing
	Use professional speakers to widen the scope of education.	Budget for adequate funds to secure professional presenters who can address libraries' education needs.	Evans, Hensley	Annually / Ongoing
Recognize members' interests in life-long learning and continuous improvement, and that their continuing education needs change as their careers progress.	Develop and offer education for all stages of a library career.	Continue to offer education specific to those newer to library work, e.g., New Directors, LFO102, Library Trustee Workshop, etc.	Divisions, Committees, Hensley, Evans	Annually / Ongoing
		Implement a mentorship program to match new library directors with experienced directors.	Evans	Annually / Ongoing

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Recognize members' interests in life-long learning and continuous improvement, and that their continuing education needs change as their careers progress... <i>continued</i>	Develop and offer education for all stages of a library career... <i>continued</i>	Continue to offer education specific to long-term or experienced staff, e.g., create specific programs/tracks at the Convention based upon years of experience (first-timers; 5, 10, 15+ years).	Convention & Expo Program Cmte., Hensley	Annually / Ongoing
		Explore educational opportunities for long-term or experienced library trustees and Friends groups.	Hensley, Evans	Annually / Ongoing
		<i>Continue to offer student and retiree registration rates for events.</i>	Membership Cmte, D'Andrea, Evans, Hensley	Annually / Ongoing
	Expand and promote the Ohio Public Librarian and the Public Library Staff Certification Programs to acknowledge member dedication to the library career.	Continue to develop special event at the Convention and Expo to recognize and "reward" certified members.	Pro Dev. Cmte., Awards & Honors Cmte.	Annually / Ongoing
Understand the diverse nature of adult learning and utilize technology and appropriate formats to deliver education.	Continue to develop a variety of type of education events, e.g., in-person; webinars; online self-guided; webcasts.	Continue to offer webinars and explore new web-based learning formats (e.g., Twitter chat, podcast, etc.).	Divisions, Committees, Hensley	Ongoing
		Create more self-directed education based on library specialty and/or size.	Pro. Dev. Cmte., Hensley	Ongoing
		Continue promotion of ORE Online; utilize recorded webcast series for instructions on how to get the most out of the online tool.	Reference & Info Svcs. Div.: Jacobsen	Annually / Ongoing
		Build on success of 2017 Trustee Dinners format and utilize networking/discussion format in future.	Evans, Board	2 nd Qtr. 2018 / Annually
	Explore how technology can be effectively used to deliver education.	Continually monitor how other associations are using technology in their professional development activities; charge the Professional Development Committee to monitor new developments in technology.	Evans, Hensley	Annually / Ongoing

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OBJECTIVE	STRATEGIES	TACTICS	RESPONSIBILITY	TIMELINE
Create cost-effective educational programming that meets the needs of Ohio's public libraries and respects their geographic location, size, and limited economic resources.	Implement new professional development approaches tailored to the unique interests of members based on their specialty in the library.	Develop stand-alone programs (e.g., customer service, emergency preparedness, etc.) that can be held at various locations around the state.	Pro. Dev. Cmte., Divisions, Committees, Hensley	Annually / Ongoing
		Evaluate the cost-effectiveness of presenting the same education events around the state in smaller venues rather than one large location.	Hensley, Gandee	Annually / Ongoing
	Develop professional development programming that is affordable and accessible.	Explore opportunities for the most cost-effective ways to deliver education to members, e.g., using libraries and community colleges as host locations for events.	Pro. Dev. Cmte., Hensley, Gandee	Annually / Ongoing
	Collaborate on statewide needs/topics with other library organizations.	Explore opportunities with OELMA and ALAO to create educational offerings that may be of mutual interest to members.	Evans, Hensley	2018 / Ongoing

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GOAL 3: Position the OLC as the collective voice for Ohio's public libraries and the authoritative source of information on issues impacting Ohio's public libraries.

OBJECTIVE	STRATEGIES	TACTICS	RESPONSIBILITY	TIMELINE
Deliver knowledge-based information that is essential to the effective governance, administration, and operations for Ohio's public libraries.	Curate and disseminate best practices, success stories, case studies and other relevant information on issues such as library administration, human resource management, levy campaigns, and building projects.	Create resource page(s) on the OLC website with content members can review and download; update regularly.	Francis, Jacobsen, Government Relations Cmte., HR & Trainer Div., Management & Admin. Div.	Jan. 2018 - May 2018 / Ongoing
		Identify existing resources from other industries and provide this information to members.	Francis, Jacobsen	Ongoing
	Provide legal review of issues impacting libraries.	Develop member-only section on OLC website with access to legal opinions on issues impacting libraries.	Jacobsen, Swanson, Francis, Evans	Jan. 2019 - Dec. 2019
		Review all sample policies and make them accessible through the OLC website.	Francis, Evans, Jacobsen	Jan. 2018 - May 2018 / Ongoing
Effectively use technology to meet members' needs for fast and efficient access to valuable information and resources.	Continue to provide members with relevant, timely information about OLC activities and resources to assist them in dealing with the myriad of issues impacting public libraries.	Send brief e-mails with links to additional information on the OLC website and other resources.	Jacobsen, Evans	Ongoing
		Continue to educate membership on use and benefits of OLC tools and resources available on OLC website.	Jacobsen, D'Andrea, Membership Cmte.	Ongoing
	Enhance member experience with OLC benefits and services.	Implement changes to association management software to allow for quick and easy event registration and dues payment.	Swanson, Hensley, Evans	Jan. 2019 - Dec. 2020
		Incorporate an online community platform into the OLC website to increase member collaboration, networking and resource sharing.	Jacobsen, Swanson, Evans	Jan. 2020 - Dec. 2020

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Proactively identify and analyze current issues and emerging trends that impact public libraries.	Utilize OLC committees and divisions to identify emerging trends and recommend organizational responses.	Require OLC units to identify top trends in their respective areas or discuss emerging trends in libraries during their regular meetings.	Evans, Hensley, Jacobsen	Jan. 2018 / Ongoing
		Use Division's webpage, targeted emails, and/or videos (e.g., Intellectual Freedom's banned books video) as vehicles for communicating emerging trends and current issues.	Jacobsen, Divisions, Committees	Jan. 2018 / Ongoing
	Monitor the public library environment in Ohio and nationally and communicate emerging trends and current issues to members.	Create online resource and/or forum to answer commonly-asked questions.	Francis, Evans, Jacobsen	Jan. 2018 - May 2018 / Ongoing
		Distribute information to library administration and trustees using appropriate formats (email, newsletter, etc.).	Jacobsen, Francis, Evans	Ongoing

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GOAL 4: Sustain an organizational structure that is flexible and responsive to members' needs, inspires member engagement, and reinforces organizational success.

OBJECTIVE	STRATEGIES	TACTICS	RESPONSIBILITY	TIMELINE
Maintain an OLC organizational structure that supports the mission of the organization while being flexible, sustainable and inclusive.	Continually evaluate Division and Committee structure and effectiveness.	Continue to have Division action councils and Committees submit an annual report of activities related to unit goals and objectives as well as the organization's strategic direction.	Committee Chairs, Division Coors.	Annually (Dec. 1)
		Ensure annual Division and Committee goals have been developed and are aligned with the strategic plan.	Committee & Division Action Councils	Annually (Dec. 1)
Sustain a culture of trust and equal opportunities for all members.		Continue to update the membership on activities of the Board, Committees, and Division action councils.	OLC Staff	Ongoing
		Continue Board members' liaison activities and interactions with Committees and Division action councils.	Staff/Board	Ongoing
		Continually update the membership on the activities underway to support and fulfill the objectives of the organization's strategic plan.	Evans, Staff	Ongoing
		Communicate education goals and guidelines, through quarterly article to Access.	Hensley, Jacobsen	Ongoing
		Communicate plans on how to submit educational programming.	Hensley, Jacobsen	Ongoing
		Develop communication guidebook to give consistent language and instructions for education.	Hensley	2 nd Qtr. 2018
		Create a simplified, online program submission form for those interested in professional development programming.	Hensley, Swanson	1 st Qtr. 2018

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OBJECTIVE	STRATEGIES	TACTICS	RESPONSIBILITY	TIMELINE
Promote organizational and operational decision-making that is data-based and financially sound.	Provide the Board of Directors, Committees, and Division action councils with comprehensive information with which to make sound decisions.	Ensure that each Committee and Division action council meeting includes staff and has adequate information for effective decision-making.	Staff	Ongoing
Cultivate leaders within the OLC who aspire to guide the organization and actively engage in the important work of their professional association.	Simplify ways to express interest in serving.	Create an easy to use form that can be submitted online by those interested in serving in leadership positions.	D'Andrea, Swanson	1st Qtr. 2018
		Create a volunteer orientation either online or as part of the Leadership Conference.	D'Andrea, Evans	2 nd Qtr. 2018
		Improve calls for service by providing volunteer "job descriptions."	D'Andrea, Evans	1 st Qtr. 2018
		Provide venues where members can network and socialize with current organizational leaders	Staff	Ongoing
		Review and revise as necessary to clearly define goals for the Nominations Committee.	Evans, D'Andrea	1 st Qtr. 2018
		Develop action plan to address leadership development/participation issues in southeast Ohio.	D'Andrea, Staff	Ongoing
	Show value of volunteer leadership opportunities.	Recognize volunteers by reporting on achievements and celebrating accomplishments.	D'Andrea, Jacobsen	Ongoing
Establish an organizational culture that recognizes and promotes a racially and culturally inclusive membership.	Provide opportunities for involvement and leadership development.	Work with Divisions and Committees to identify volunteers who could move into leadership positions.	Committee Chairs, Division Coors., D'Andrea	Ongoing
		Assure Board composition is diverse and is representative of the membership.	Nominations Cmte., Evans, D'Andrea	Ongoing
Create and implement a strategic plan that will increase opportunities for non-dues revenue.	Identify monetary resources and partnerships to increase non-dues revenue	Work with vendors and associate members to develop an online buyer's guide or provider directory.	Evans	3 rd Qtr. 2018
		Investigate partnerships with vendors to offer OLC branded merchandise or "scholarships" to events.	Evans, All Staff	4 th Qtr. 2019

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OBJECTIVE	STRATEGIES	TACTICS	RESPONSIBILITY	TIMELINE
Assure that the appropriate resources and technology are in place to retain a competent staff to accomplish organization's goals and objectives.	Identify operational needs, both staffing and technology driven to support OLC's mission.	Develop a policy for guiding IT investments and maintain an inventory of all IT systems (hardware, software, etc.)	Evans, Swanson	2 nd Qtr. 2018
		Investigate opportunities to out-source or use consultants to implement new technologies.	Evans, Swanson	4 th Qtr. 2018
	Provide professional development opportunities and technical training for staff.	Provide flexibility in scheduling and projects to allow staff time to work with innovative technologies.	Staff	Ongoing