

STRATEGIC PLAN
FISCAL YEARS 2004-2007



South Carolina State Library

**SOUTH CAROLINA STATE LIBRARY
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INTRODUCTION

The South Carolina State Library's Management Team coordinates the agency's strategic planning process. The Team meets semimonthly and consists of departmental directors, major program directors, and agency administrators. The Strategic Plan charts the direction of the agency to FY 2007 and includes five basic elements:

1. Mission
2. Values
3. Vision
4. Purpose Statements
5. Strategic Initiatives

Annual goals are developed in accordance with the plan's strategic initiatives. Strategic initiatives and goals are adjusted as necessary to reflect strategy changes. An annual business plan outlines activities and time periods for the attainment of objectives.

The agency's Strategic and Annual Business Plans are presented to the State Library Board for approval. The library's annual report and its accountability report, document the agency's progress in meeting its goals and objectives.

The reports are available for review at <http://www.state.sc.us/scsl/pubs/acrepind.html> and <http://www.state.sc.us/scsl/pubs/arindex.html>.

The S.C. State Library Board approved this plan on September 15, 2004.

**SOUTH CAROLINA STATE LIBRARY
STRATEGIC PLAN
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I. MISSION

To improve library services throughout the state and to ensure all citizens access to libraries and information resources adequate to meet their needs. The State Library supports libraries in meeting the informational, educational, cultural, and recreational needs of the people of South Carolina.

II. VALUES

- A. QUALITY** - We endeavor to provide services of the highest quality.
- B. KNOWLEDGE** – We believe that a well-trained and knowledgeable staff is our greatest asset.
- C. FREEDOM OF INFORMATION** - We believe in the fundamental freedoms inherent in a democratic society and support the Library Bill of Rights and the Freedom to Read Statement.
- D. ACCESS TO INFORMATION** - We believe that all citizens, regardless of socioeconomic, geographic, cultural or educational status, deserve access to quality library and information services.
- E. EQUITABLE TREATMENT** – We believe information services should be delivered in a fair and unbiased manner.

III. VISION

To be a major leader in the planning and implementation of effective informational and library services for the people of South Carolina and to be recognized as a vital component of the State's information and education infrastructure.

IV. PURPOSE STATEMENTS

- A. **STATEWIDE LIBRARY COOPERATION** - Proactively develop initiatives and strategies that promote resource sharing and that assure cooperation among libraries statewide to meet the information needs of the citizens of South Carolina.
- B. **PUBLIC LIBRARY DEVELOPMENT** – Provide consulting services that support the development of effective public library services. Guarantee South Carolinians access to information through ethical and equitable administration of federal and state funding to public libraries.
- C. **INFORMATION SERVICE** – Develop, administer and continually enhance mechanisms that deliver essential information resources for educational development and quality of life improvement for South Carolinians. Provide informational resources and educational services that contribute to a well-informed state government workforce and efficient operation of state government.
- D. **COLLECTIONS** - Collect, preserve, organize, and make accessible materials that preserve the state’s cultural heritage and that are of value to the library community, to citizens, and to South Carolina state government. Preserve the “corporate memory” of state government for future research and accountability purposes.
- E. **SERVICES TO CITIZENS WITH DISABILITIES** - Continuously improve information services and resources for citizens with disabilities and maintain a commitment to the provision of quality information services to all citizens.
- F. **CONTINUING EDUCATION** - Enhance the skills of State Library staff, local library staff and boards, and provide state government employees with relevant research and library use skills training for the delivery of quality services to key customers. Develop and coordinate supplemental continuing education opportunities through consultation with related library and educational organizations.
- G. **ETHICAL FINANCIAL AND BUSINESS MANAGEMENT** - Operate within a structure of ethical financial and business management for responsible fiscal, procurement, facilities and human resources management.
- H. **INFORMATION TECHNOLOGY** – Implement information technologies that enhance the library’s collections and services and that assure equitable access for SC citizens to information in electronic formats. Provide staff with up-to-date technology to ensure quality services that are efficient and cost-effective.

V. STRATEGIC INITIATIVES WITH CURRENT FY GOALS AND OBJECTIVES

STRATEGIC INITIATIVE A: Provide Information Resources and Services to Meet the Needs of the People of South Carolina

Goal 1. Enhance and improve access to State Library collections and services.

Objectives

- a. Maintain and enhance the State Library's bibliographic database
- b. Collect, preserve, and provide access to all state government publications in all formats
- c. Provide materials to libraries through an efficient, cost-effective interlibrary loan system
- d. Provide reference and information assistance to meet the needs of the general public

Goal 2. Serve as the principal agent to advise, guide, and assist South Carolinians whose access to information is limited due to a disability, which prevents the use of standard library formats.

Objectives

- a. Strengthen Talking Book Services (TBS) programs and collections
- b. Promote Talking Books Services
- c. Provide accessible information delivery mechanisms

Goal 3. Serve as the principal agent to advise, guide, and assist state government personnel and elected officials in their quests for information.

Objectives

- a. Provide and promote online reference assistance to meet the needs of state employees and public libraries
- b. Offer training programs to help state employees improve their information-seeking skills
- c. Develop and support budget request for SC Legislative and Governmental Research Service

STRATEGIC INITIATIVE B: Provide Statewide Programs to Support Local Library Services

Goal 1. Ensure that all South Carolina citizens receive effective and high quality library services through their public library.

Objectives

- a. Improve the knowledge, skills, and abilities of public library directors
- b. Actively seek grant funding opportunities for library related statewide and local programs
- c. Improve the knowledge, skills, and abilities of LDS and other consultant staff
- d. Improve LSTA grant administration process

Goal 2. Promote the development of effective library programs which encourage the reading and educational achievement of the State's children and youth.

Objectives

- a. Improve the knowledge, skills, and abilities of children's and youth services librarians

Goal 3. Provide a targeted continuing education program to train library staff in order to improve library service to the community.

Objectives

- a. Improve the knowledge, skills, and abilities of public library trustees and library staff
- b. Investigate the use of alternative distance education technologies

Goal 4. Provide technical assistance in planning for and management of library resources and services.

Objectives

- a. Provide alternative electronic communications technologies to consult, train, and troubleshoot with public library staff members
- b. Provide technical support and assistance to public libraries and/or identify sources of technical support for local library operations
- c. Provide support to public libraries for the Universal Service Support Mechanism (E-rate)
- d. Support statewide preservation programs
- e. Compile and disseminate statistical data

Goal 5. Strengthen and enhance DISCUS – South Carolina's Virtual Library.

Objectives

- a. Increase DISCUS connectivity to un-served and under-served schools.
- b. Begin re-examination of DISCUS mission, goals and content in light of complementary endeavors of PASCAL.
- c. Increase and enhance DISCUS training efforts
- d. Increase and improve DISCUS technical and content support to libraries, schools and colleges

STRATEGIC INITIATIVE C: Serve As An Advocate for the Contributions That Libraries Make to Education and Economic Development in South Carolina

Goal 1. Conduct an ongoing marketing campaign to promote the resources and services of South Carolina State Library.

Objectives

- a. Improve overall State Library marketing/public relations efforts
- b. Conduct comprehensive statewide DISCUS promotion campaign, especially targeted to K-12 and rural communities

Goal 2. Promote library services and reading throughout the state as an integral component of the educational process and as a contributor to the economic development of the state.

Objectives

- a. Actively participate with the Economic Impact Study of South Carolina Public Libraries managed by the USC School of Library and Information Science

STRATEGIC INITIATIVE D: Encourage Partnerships That Enhance Statewide Delivery of Library and Information Services

Goal 1. Encourage the development of library networks for resource sharing.

Objectives

- a. Encourage eligible public and academic libraries to participate in OCLC Group Access Capability for interlibrary loan
- b. Collaborate with, cooperate with, and support PASCAL's electronic database endeavors as appropriate and feasible

Goal 2. Cooperate with other agencies to ensure that libraries are included in all statewide initiatives.

Objectives

- a. Develop partnerships to increase visibility of library services
- b. Assure that State Library staff actively participate with statewide library related associations and state government teams/committees involved with information delivery
- c. Support statewide digitization projects

Goal 3. Collaborate with key stakeholders to support recruitment and retention of the next generation of librarians.

Objectives

- a. Recruit State Library Director
- b. Provide the library community with information and assistance needed to support successful recruitment and retention of the next generation of librarians, especially library directors
- c. Encourage internships at the State Library

STRATEGIC INITIATIVE E: Continuously Improve State Library Operations

Goal 1. Strengthen staff development and internal communications.

Objectives

- a. Strengthen staff development program
- b. Improve internal State Library communication and staff productivity

Goal 2. Increase the effectiveness of State Library operations.

Objectives:

- a. Improve administrative functions
- b. Improve internal emergency/safety preparedness and disaster recovery procedures
- c. Enhance and improve State Library facilities maintenance procedures
- d. Enhance computer operations
- e. Enhance CMS departmental operations