

Strategic Plan Work Plan Director's Report

Northern Lights Library Network

August 16, 2014 Governing Board Meeting for Fiscal Year 2015

The Director's Report is NLLN's Work Plan Integrated with Strategic Plan to show ongoing State Aid Expenditures, In-kind Staff Support, Impact, and Outputs

Northern Lights Library Network (NLLN) is a cooperative network of members in academic, public, school, and special libraries in 23 counties of North-central, North-west and West-central Minnesota. We work at the grassroots level to bring together all types of libraries and collections in the region to discover, enhance, and share resources through administrative, technological, and educational support from Northern Lights Library Network.

Northern Lights Library Network is funded by the Minnesota State Legislature through the Minnesota Department of Education

In compliance with Minnesota Rules Chapter 3530 and the Minnesota Department of Education Multicounty Multi-type Library state aid requirements, an approved three-year strategic plan with a narrative of the process used to create the plan must be submitted to the State of Minnesota MDE by July 1, 2014 for FY15. The narrative must include the needs assessment process and how stakeholders were consulted. The three-year strategic plan, year two, for FY15 is below. The narrative used to design the strategic plan follows.

The strategic plan includes a vision statement, a mission statement, identification of core values, and goals and objectives. A basic logic model is used, which is a picture of how each program will work and the measures needed to ensure that they work, such as: Inputs and activities (state aid expenditures and objective narratives), outputs, and impact. The structure of the strategic plan and program and service development falls within the parameters of Minnesota State Statute 134.351 requiring multi-type systems to: Share resources among all participating libraries (Goal I); Provide long-range planning for cooperative programs (Goal II); Develop a delivery system for services and programs (Goal III); Development of a bibliographic database (Goal IV); Maintain a communications system among all cooperating libraries (Goal V). State aid expenditures align with Northern Lights Library Network FY15 budget.

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Northern Lights Library Network Strategic Plan Fiscal Year 2015

Vision Statement: Libraries are attractive, welcoming places that are friendly, open, inclusive, accessible, innovative, and a source of community pride where people can go to learn what they need to know in order to thrive and grow in their communities. When libraries work together, communities grow stronger, and the lives of all Minnesotans are enriched.

Mission Statement: Northern Lights Library Network (NLLN) is a cooperative network of members in academic, public, school, and special libraries in 23 counties of North-central, North-west and West-central Minnesota. We work at the grassroots level to bring together all types of libraries and collections in the region to discover, enhance, and share resources through administrative, technological, and educational support from Northern Lights Library Network.

Core Values:

In principle and practice, libraries are at the core of a democratic society, defending the freedom of all citizens to:

- Access information to make informed decisions
- Read material that interests them
- Use technology successfully to stay current and access resources.
- Engage in learning throughout the life cycle

We believe in inclusive library environments that are accessible to all persons.

We work together to ensure that all who use our libraries and collections feel welcome.

We create libraries and collections that are well organized and easy to use.

We support lifelong learning by determining our library user's interests and needs and then teaching them how to use the resources that assist them in learning what they want to know.

We build bridges between libraries and believe that libraries themselves are bridges between physical and electronic access to information; bridges between people and technology; and bridges between resources available and the community needing to use those resources.

We communicate the purpose and benefits of libraries to citizens of the region.

We believe in the inherent value of books.

We advocate for ongoing, sustainable, and continuous library funding at the local, state, and national level.

The main purpose of Northern Lights Library Network is to make all libraries in the region stronger.

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GOAL I: SHARE RESOURCES AMONG ALL PARTICIPATING LIBRARIES

- A. **Objective:** Secure needed library materials by getting them to patrons in a timely manner.

Interlibrary loan support for library systems in the region.

State Aid Expenditures: \$5,000.00

System in-kind staff support: \$0.00

Output: Interlibrary loan service to patrons in the NLLN region.

Impact: Timely access to library materials by patrons in the NLLN region.

State Aid Expenditures for Goal III: \$5,000.00

GOAL II: LONG-RANGE PLANNING FOR COOPERATIVE PROGRAMS

- A. **Objective:** Facilitate collaboration, cooperation, and resource sharing between and among libraries throughout the NLLN region and the State of Minnesota.

Travel to libraries throughout the NLLN region, attend local, regional, and statewide meetings and conferences, serve on professional library committees, and attend MLA legislative initiatives. Serve on ITEM conference planning committee; serve on book award committees; attend quarterly meetings with multi-type, multi-county library directors; attend ITEM and MLA conferences; attend MLA Legislative Days and distribute information between and among constituents, librarians, and legislators; present at conferences; meet with librarians locally, statewide, nationally, and internationally.

State Aid Expenditures: \$8,000.00, director's travel budgeted. \$615.01 expended.

System in-kind staff support: \$5,000.00

Output: Attendance at library meetings, events, and functions.

Meetings FY2015 (July 1, 2014 – June 30, 2015)

The following are meetings Executive Director Kathy B. Enger held or attended throughout the state, Fiscal year 2015:

July 7: MSUM, met with both summer interns, Katelyn Ostby and Kimberly Henze.

July 8: St. Cloud, Annual MLA/ITEM Legislative Forum

July 9: Moorhead, meeting with Glenn Heinke to conduct research on the skills media specialists impart to students.

July 10: Moorhead, met with Glenn Heinke to conduct research.

July 14 & 15: Perham, Heart of Lakes Elementary. Summer intern, Katelyn Ostby worked with school to establish ELM connection and perform other duties needed, including the Destiny catalog.

July 16: MSUM, picked up books from Read Aloud committee. Katelyn at St. Joes.

July 17: Moorhead, meeting with Jennifer Hootman, Minitex. Katelyn at St. Joes.

July 18: Summer interns at MSUM.

July 22: Summer interns at Concordia, Moorhead

July 24 & 25: Moorhead, new computer installation.

July 29: Fargo, last meeting with summer intern, Kimberley Henze.

July 29-31: St. Paul, presentation at eLearning Summit of Train-the-Trainers, University of Northwestern. Purchased books at Red Balloon Bookstore for White Earth Brain Conference.

August 5 & 6: Summer intern, Katelyn Ostby, in Fisher to assist at school library.

August 6: Moorhead, meeting with Glenn Heinke to conduct research.

August 8: Moorhead, intern Katelyn Ostby's last day, lunch meeting.

August 12 & 13: Moorhead, annual audit fieldwork with Luke Evenson, Eide Bailly.

August 14: Moorhead, meeting with Glenn Heinke to conduct research.

August 15: St. Cloud, ITEM fall conference meeting.

August 16: Moorhead, NLLN Governing Board meeting.

August 18 & 19: Minneapolis, Upper Midwest Digital Collections conference.

Impact: Strong support of libraries throughout the State of Minnesota results in continued funding, as well as maintaining and building a strong library infrastructure in the state.

B. Objective: Support library advocacy activities.

The following seven activities are library advocacy initiatives of Northern Lights Library Network:

- 1. Provide added civic support for citizen engagement activities** in member libraries to activate the constituent base, increase support, and elect public officials who care about libraries. As a valued and trusted civic resource, libraries are in a key position to empower citizens to become actively engaged in the democratic process. Community engagement programming leads to optimism, individual well-being, and overall civic health. Libraries bring people together in a nonpartisan way, and provide them with unbiased facts in an impartial environment. As publically supported entities, libraries are uniquely positioned to address information needs of the people they serve through the use of physical space, technology, and skilled staff. Develop talking points and library stories that can be shared between and among libraries.

State Aid Expenditures: \$0.00

System in-kind staff support: \$3,000.00

Output: Civic engagement activities in regional libraries.

Impact: Healthy rural communities.

- 2. Develop activities that bring all libraries together** through ongoing internships for graduates and undergraduates interested in careers in Library and Information Science and undergraduates interested in careers in Advertising, Communication, Film, Graphic Design, Journalism, or Media through the learning opportunities engaged in by NLLN.

State Aid Expenditures: \$4,500.00; \$500.00 expended.

System in-kind staff support: \$5,000.00

Output: Four interns working with NLLN throughout fiscal year 2015: Two LIS interns and two public relations interns. The *Directory of Historical and Cultural Organizations* and the *This document is not subject to copyright in the United States and there are no copyright restrictions on reproduction, derivative works, distribution, performance, or display of the work. Anyone may, without restriction under U.S. copyright laws: reproduce the work in print or digital form; create derivative works; perform the work publicly; display the work; distribute copies or digitally transfer the work to the public by sale or other transfer of ownership, or by rental, lease, or lending.*

Directory of Regional Art and Artists were completed and on NLLN's website (nlln.org); social media was maintained, and press releases and media advisories will be issued. Librarians and paraprofessionals in the region were assisted in their libraries and trained in the use of the ELM databases at Heart of Lakes Elementary School in Perham, St. Joseph's School in Moorhead, and Fisher Schools. The Norwegian collection donated to NLLN by Dr. Susan Ellingson in memory of her father, Warren Pierson, found a home at the Norwegian-American Genealogical Association in St. Paul, the Norwegian-American Historical Association at St. Olaf College in Northfield, and the Department of Scandinavian Studies at Concordia College, Moorhead. An Ojibwe bibliography of books was created and is on the NLLN website.

Impact: The ability for libraries of all types in the region to communicate freely with each other and to collaborate on projects that enhance services of libraries in the region will result in broader representation of NLLN members throughout the network in place at NLLN.

See Appendix A for more information

- 3. Join together Historical and Cultural Organizations and Museums and approach the organizations to become NLLN members** in order to strengthen their collections, support professionals managing their collections, and make the collections more easily accessible to citizens of the region. Develop strong ties with the Minnesota Historical Society in order for consistent information dissemination throughout the region. Create a Directory of Historical and Cultural Organizations and Museums in the region that will be used to bring the organizations together. The directory includes valuable and meaningful local documents of interest, such as historical newspapers and newspaper indexes, census records, death and marriage records and indexes, war records, school census records, photographs, plat books, aerial photos, etc.

State Aid Expenditures: \$0.00

System in-kind staff support: \$5,000.00

Output: Historical and Cultural Organizations and Museums in the region become members of NLLN and receive the benefits of membership. A Directory of Cultural and Historical Organizations and Museums was completed. Kathy is presenting with Lina Belar at the American Association for State and Local History at the national meeting in Minneapolis September 17-20, 2014.

Impact: Citizens throughout the region and beyond will increase their understanding of Minnesota rural history through access to and awareness of rural historical, cultural, and museum collections.

- 4. Conduct interviews of library media personnel in the region;** transcribe and analyze the interviews; report results through presentations and publication. Increase awareness of the importance of and need for library media centers and address concerns about the loss of certified teacher librarians managing library media centers.

State Aid Expenditures: \$0.00

System in-kind staff support: \$5,000.00

Output: 10 interviews; two publications; two presentations and reassignment of librarians from classrooms back to library media centers.

Impact: With qualified teacher librarians managing media centers, students learn the reading and research skills they need to be successful life-long learners and know how to determine between

information that is reliable and unreliable. Students and teachers will have access to library collections that are well developed and maintained.

5. Participate in the library advocacy activities of the Minnesota Library Association.

State Aid Expenditures: \$0.00

System in-kind staff support: \$1,200.00

Output: Ongoing, sustainable, and continuous library funding at the local, state, and national level. Kathy attended the MLA/ITEM annual legislative forum in St. Cloud on July 8th.

Impact: Community optimism, individual well-being, and overall civic health.

See Appendix B for more information.

C. **Objective:** Stay current on library developments.

6. Maintain memberships in library organizations, subscribe to library publications.

State Aid Expenditures: \$1,000.00

Output: Memberships and subscriptions to professional library organizations and publications.

Impact: Up-to-date library knowledge among NLLN membership.

7. Continuing education for NLLN Executive Director.

State Aid Expenditures: \$500.00 budgeted; \$249.00 expended

Output: Participation in continuing education activities for NLLN executive director. Kathy is attending the Upper Midwest Digital Collection Conference on August 18 and 19 in Minneapolis and a CareerTrack Seminar named, *How to Communicate with Tact and Professionalism* in Bloomington September 8 and 9.

Impact: Ability of NLLN executive director to share up-to-date knowledge with NLLN membership.

State Aid Expenditures for Goal II: \$14,000.00 budgeted; \$1,364.01 expended.

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GOAL III: DEVELOPMENT OF A DELIVERY SYSTEM FOR SERVICES AND PROGRAMS

- A. Objective:** Support literacy initiatives among all types of libraries in the Northern Lights Library Network (NLLN) region in North-central, North-west, and West-central Minnesota through the *Minnesota Literacy Initiative*. From early reading activities to advanced literary discussions, library literacy initiatives bring people together to get to know books in enjoyable and satisfying situations. Literacy promotes personal improvement and enlightenment, insures equality, dignifies, and creates prosperity.

The following six activities are programs or services of the *Minnesota Literacy Initiative*:

- 1. Career development, professional engagement scholarships, and library service funding** for staff and library board member participation in continuing education programs, events, and participation at national and international conferences for library professionals in the region who may not be able to attend without the support of Northern Lights Library Network (NLLN). Continuing education scholarships are awarded as incentive for individual growth and development in order to enhance library services throughout the NLLN region and professional engagement and support is provided for individual library professionals in the region who devote their time and service to the ongoing work of the profession above and beyond their daily job with the goal of bringing professional library expertise into the region. Scholarships are available to all employees of NLLN member libraries. Scholarships may be used for the following purposes: Registration or tuition; Lodging; Meals; Transportation (mileage is for the use of a personal vehicle – only one person in a vehicle may request mileage); Parking; Required books or educational materials; Cost of a substitute to cover while applicant is at an event (applicant must have paid the cost of a substitute before requesting reimbursement). Reports summarizing the benefits of receiving the scholarships are required upon completion of continuing education opportunity and disseminated through published reports, blogs, and website postings when scholarship recipients return from continuing education activities.

State Aid Expenditures: \$15,000.00

System in-kind staff support: \$10,000.00

Anticipated outputs: Library staff attendance at local, regional, national, and international conferences generates new ideas and best library practices among colleagues and library constituents.

Impact: Enhanced library services throughout the NLLN region and access to the broad spectrum of information and knowledge resources available.

- 2. Ongoing library administrative and technical support** for the White Earth Child Care/Early Childhood Program (WECC/ECP) as they prepare a new community library and design a Smart Play Spot.

State Aid Expenditures: \$700.00

System in-kind staff support: \$6,000.00

All other revenue expenditures: \$121,00.000 IMLS grant.

Other in-kind support: \$5,000.00, reserves.

Output: A physical space for a community library, computers and desks for circulation of books and public use of the space, and books and library materials for the community library space. White Earth Early Childhood Development is building Little Free Libraries for communities throughout White Earth. Kathy gave White Earth a basket of children's books from her own funds for the *Brain Conference* held August 13 and 14 at White Earth.

Impact: A new community library at White Earth and access to other literacy rich materials for people in the region, including books and access to electronic resources; increased use of information sources among the local population. Children at the 17 early childhood centers throughout the White Earth reservation will be prepared to begin school and people of all ages will have access to reading material. As a result, literacy rates should improve. NLLN is storing furniture in the basement at Townsite from the MSUM Library renovation for the Maamagin Achigaade.

- 3. "Poets Across Minnesota":** Encourage the love of reading, literature, and the spoken word by sponsoring poetry readings and events for regional poets in and through libraries in the region. Sponsoring poetry in and through libraries promotes the value of libraries. "Poets Across Minnesota" is a program initiated by Northern Lights Library Network during FY13.

State Aid Expenditures: \$0.00

System in-kind staff support: \$5,000.00

All other revenue expenditures: \$2,000.00, other grants

Other in-kind support: \$10,000.00 poet professors

Output: Collaborative poetry readings and workshops for at least 3 school library media centers and libraries of all types in the NLLN region; one public event featuring poetry at a central location in the region. NLLN is sponsoring "Beads on One String" at four Bemidji Schools: Horace May, Central, Northern, and Lincoln and purchased four books for each school.

Impact: Poetry will become accessible to high school students and others who may not always think of themselves as potential poets, allowing them to move beyond observing and reading to actually engaging in the writing process and speaking what is written.

Impact: Poetry in and through libraries extends literacy because it is linguistically rich and as a genre that is read aloud, makes literature a public event. While it is understood that poetry is currently taught, poetry holds the promise for exciting students and others about the richness of language. Improved reading scores on standardized test in the region will be the result. The backbone of "Poets Across Minnesota" is its close partnership with libraries. The act of writing creates empowered readers and writers and promotes the value of libraries in civic life. "Poets Across Minnesota" places the value of libraries in front of citizens by teaching students to learn, write, and speak poetry through libraries. Literacy promotes democracy and dignifies, and libraries are at the core of it.

- 4. Technology training** for librarians in the region to assist them in keeping up with rapidly changing technology. Efforts and focus on Train-the-Trainers program whereby five

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trained media specialists in the region teach and give on-going support up to a group of 3 media specialists they are responsible for training and supporting in three areas: 1. Electronic Library of Minnesota resources. 2. Apps. for librarians and educators. 3. Device usage, including iPads, Nooks, and Kindles. The trainers meet every Friday at 3 p.m. via Google Hangout. Five trainers presented at the eLearning Summit panel presentation July 30, 2014.

State Aid Expenditures: \$3,000.00

System in-kind staff support: \$1,200.00

Other in-kind support: \$600.00

Output: Ongoing training and support for up to 20 professionals in the region.

Impact: People in the NLLN region will become more technologically literate.

5. Support *Spotlight on Books* conference for people interested in youth literature from around Minnesota.

State Aid Expenditures: \$0.00

System in-kind staff support: \$12,000.00

All other revenue expenditures: \$10,000.00 through conference registrations.

Output: Adults who are excited about literature for children and young adults come away from *Spotlight* with a renewed sense of excitement about literature and share what they learn with the children and young adults they serve. The 27th Annual Spotlight on Books Conference will be held at Chase on the Lake in Walker, Minnesota. Featured authors signed up for Saturday:

Avi <http://www.avi-writer.com/about/about01.html>

Helen Frost <http://www.helenfrost.net/section.php?section=bio>

Jennifer A. Bell <http://www.jenniferabell.com/about/>

Lisa Von Drasek, curator of the Children's Literature Research Collections at the University of Minnesota, which includes the Kerlan Collection, is slated to present the Friday afternoon workshop

Impact: More knowledge of literature available for children and young adults by professionals working with them will improve the services offered to them and result in more reading.

6. eBook access for middle and high school students throughout the NLLN region.

Many students living within the counties served by Lake Agassiz Regional Library (LARL) and Northwest Regional Library (NWRL) have been issued iPads or tablets by their schools. LARL and NWRL have seen a steady increase in the use of eBook and eAudiobook collections. Teachers and media specialists from across the region have contacted LARL and NWRL, asking how their students can obtain access to eBooks and eAudiobooks. LARL and NWRL will encourage schools, teachers, and students to register for LARL and NWRL library cards to access the eBook services provided to them through their public library.

State Aid Expenditures: \$10,000.00 budgeted; \$10,000 expended.

System in-kind staff support: \$0.00

Output: The Lake Agassiz Digital Library and NWRL Overdrive School Initiative: Along with Northern Lights Library Network (NLLN), LARL and NWRL will purchase eBooks and eAudiobooks concentrated on literature for middle and high school students.

Impact: eBook and eAudiobook access for students, enhancing efforts schools are making to provide content rich materials to students through their iPads or tablets.

See Appendix C for more information.

B. Objective: Meet local library needs collaboratively, as resources and needs arise.

Support special programming as needs and resources arise.

State Aid Expenditures: \$6,323.53

System in-kind staff support: \$5,000.00

Output: Grassroots efforts at sharing resources and working collaboratively are brought together to meet local needs for library and collections services.

C. Objective: Explore ways rural libraries can be served and enhanced in the North-central, North-west, and West-central region of Minnesota.

Conduct planning meetings with rural librarians to determine needs and to discover ways to make rural libraries a focus of NLLN's efforts. Investigate many more and more convenient technological methods for disseminating information. Seven study carrels from the MSUM Library renovation were delivered to the Red Lake Middle School August 12, 2012. One will be delivered to Lowell Elementary School in Brainerd.

State Aid Expenditures: \$0.00

System in-kind staff support: \$1,000.00

Output: Direct resources to meet rural library needs.

Impact: Strong libraries in rural areas of Minnesota. Improved local and regional understanding of the needs of citizens using rural libraries.

State Aid Expenditures for Goal I: \$35,023.53

GOAL IV: DEVELOPMENT OF A BIBLIOGRAPHIC DATABASE

A. Objective: Support existing catalog structure in regional schools by providing training to library media personnel using the Destiny catalog.

State Aid Expenditures: \$500.00

System in-kind staff support: \$1,000.00

Output: Train up to 25 library media personnel.

Impact: Improved access to library materials by students and teachers using the Destiny catalog.

B. Objective: Access online bibliographic materials using the OCLC union catalog

Support cataloging fees for membership to the OCLC CatExpress group subscription for Northwest Regional Library, Lincoln High School Thief River Falls, Kittson School Media Center, Warren/Alvarado/Oslo High School, Breckenridge High School District, Clearbrook

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Gonvick High School, ADA-Borup Public School, Independent School District 435, Audubon High School Media Center, Perham Dent Public School, Holy Rosary School, BUG-O-NA-GE Shig School, Grygla School Media Center, Bemidji Public School, Park Rapids High School, Northland Community Schools ISD #118, Circle of Life School, St. Josephs School, Lancaster public School, Tri-County School, Mahnomon Public School, Frazee-Vergas School, Pine River Backus Public School, Badger School, Blackduck Public School, White Earth Tribal & Community College Library.

State Aid Expenditures: \$600.00

Other in-kind support: \$1,500.00 NWRL cataloging

Output: Cataloging of 1,600 records

Impact: Patron access to online catalog materials

C. **Objective:** Assist libraries in keeping up with rapidly changing technology.

Through ongoing interaction with members, determine technology resources available in the region and link those resources with libraries that need them on an ongoing basis throughout fiscal year 2015 and beyond. Determine supplemental funding sources available to libraries and collections in the region for hardware and software and make them available.

State Aid Expenditures: \$0.00

System in-kind staff support: \$4,000.00

Output: Up-to-date technology in area libraries.

Impact: Citizens with technology skills and ability to access electronic resources.

State Aid Expenditures for Goal IV: \$1,100.00

GOAL V: COMMUNICATIONS SYSTEM AMONG ALL COOPERATING LIBRARIES

A. **Objective:** Facilitate better communication about the purpose and benefits of libraries to citizens of the region.

Ongoing public relations efforts based on a SMART public relations plan through public service announcements and publicity in newspapers, radio and television stations. Collect, prepare, and distribute library public relations materials through libraries and media outlets in the region and receive feedback from member libraries on their public relations needs. In collaboration with members, visit community organizations throughout the region to promote libraries. Develop consistent message and branding and develop materials that can be used locally, such as radio, television, newspapers, social media, and online samples.

State Aid Expenditures: \$4700.00

System in-kind staff support: \$2,000.00

Output: Press releases, radio interviews, television stories, ads, Northern Lights Library Network brochure and its ongoing distribution, distribution of annual report.

Impact: Awareness among Minnesota citizens of the purpose and benefits of libraries, resulting in library usage and better lives.

B. **Objective:** Develop and continue to maintain electronic and social media methods for communicating with members.

Send ongoing emails and Constant Contact and Listbox messages to members; maintain and update webpage; maintain Facebook page and Twitter account; update Flickr; manage and introduce emerging communication technologies. Continued brochure development and distribution, annual report development and distribution, various mailings.

State Aid Expenditures: \$3,650.00

System in-kind staff support: \$5,000.00

Output: Communication between NLLN members.

Impact: The ability for libraries of all types to communicate with one another in the NLLN region.

State Aid Expenditures for Goal V: \$8,350.00

Total State Aid Expenditures for Goals I-V: \$63,473.53

Appendix A Internships

NLLN Summer 2014 Internship Kimberley Henze

My summer working as an intern with the Northern Lights Library Network has been wonderfully productive and educational. My experiences here will be invaluable as I continue to graduate school at the University of North Carolina – Chapel Hill this fall to pursue master’s degrees in Art History and Library Science.

I’ve worked on several projects over the summer, that are outlined below.

Norwegian Book Collection

NLLN had a collection of Norwegian culture and language books from the Ellingson family, cultivated by Dr. R. Warren Pierson and given to us by his daughter Dr. Susan Ellingson, Professor of Education at Concordia College in Moorhead. As a first task upon arriving at NLLN, I categorized and catalogued this collection for the purpose of finding new homes for the books. I inventoried 76 titles with dates ranging from 1877 to 2001 and catalogued their bibliographic information, with extra descriptions and notes where necessary. I then sent this to appropriate institutions which have a vested interest in Norwegian culture and where the books could find both use and preservation.

The collection was distributed between the Department of Scandinavian Studies at Concordia College in Moorhead, the Norwegian-American Genealogical Association in St. Paul, and the Norwegian-American Historical Association at St. Olaf College in Northfield. With a short biography composed by Dr. Ellingson and her mother, we sent out the books to each institution, thanking them for offering a place where the items will be used to advance understanding and appreciation of the Norwegian and Norwegian-American past and present.

Regional Art and Artists Database

Another project I undertook was the creation of an inventory-database of regional art and artists in the Northern Lights area. The explicit goal of the site was to create a comprehensive inventory of art and

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artists hailing from, exhibiting in, or taking subject matter from the NLLN region. I was purposefully inclusive when deciding what “kinds” of art to incorporate into the site because I hoped to maximize the geographic array of available art. Through the site we hope to encourage awareness, visitation, patronage, and appreciation of local art communities.

The final site (nllnart.omeka.net) has 201 works included, from outdoor sculpture to watercolor paintings to birchbark creations. I’ve also organized a couple collections from the included works: one for Ojibwe art and artists, another for women artists. Visitors to the site can browse these collections specifically as well as using the advanced search or tag search options outlined on the site’s About page. By using Omeka as a host site, I was able to incorporate Dublin Core metadata for each item, which includes fifteen standard data fields approved by the OCLC/NCSA Metadata Workshop in 1995. Dublin Core standards are used in professional librarianship, computer science, text encoding, museums, and others fields of scholarship and practice, so using this system lends reputability and professionalism to our NLLN database.

Comprehensive Ojibwe Bibliography

Another project I worked on during my time with NLLN was an Ojibwe bibliography which could function as a resource for building the Maamagin Achigaade “Gathering Place” Library on the White Earth Indian Reservation. Some goals associated with the Maamagin Achigaade project include storytelling, passing on Ojibwe ways through library programming, and building an inventory of books and reading materials across the age spectrum. While the bibliography I crafted was most directly an answer to the last-listed goal, it will also assist the library’s efforts at storytelling and passing on Ojibwe ways through its function as a literary and cultural reference.

This bibliography is comprised of 301 titles, including works of fiction, nonfiction, poetry, and drama for children, young adults, and adults. Titles include books by Ojibwe/Anishinaabe authors; books on Ojibwe/Anishinaabe history, culture, folklore, and language; as well as early-reader books and series for children on subjects of regional natural interest, such as bald eagles, frogs, bears, rivers, and insects. I’ve also included some prominent Native American authors who are not Ojibwe or Anishinaabe, with the intention of incorporating works of Native American fiction and nonfiction that may resonate across tribal lines.

Academic Librarianship Informational Interviews

Facilitated by Kathy Enger, Katelyn Ostby and I have been able to set up and attend information meetings and interviews with area librarians at both Minnesota State University-Moorhead and Concordia College. These sessions have proved incredibly helpful in firming up my resolve to pursue academic librarianship and expose me to some of the inner perspectives of the career.

Children’s Book

Finally, I’ve also had time to formulate ideas about my own children’s book. My exposure to cultural and historic items via the Norwegian collection, local art and artists via the Omeka site, and Native American literature via the bibliography have had lasting effects on how I want to build my book and the types of subject matter I want to include. I understand more than ever the power and importance of localized and regional creative works, and I hope to craft a children’s book that is at once particular to the place where I grew up (northern Minnesota/North Dakota) and universal (through relatable motifs).

I am exceedingly grateful for my time with the Northern Lights Library Network. I’ve learned so much about working with outside library institutions (Concordia, NAHA, and NAGA), about the large efforts necessary behind establishing new library systems (through reading grants and proposals for the Maamagin Achigaade project and the history of the White Earth reservation), and the importance/difficulty of cultivating resources not yet available to local patrons (through the art and artist database).

Northern Lights Library Network

Through my time as an Intern at Northern Lights Library Network, I have been able to absorb educational one-on-one experience in the library profession. Through those experiences, I was able to learn and understand the ELM database system through the staff at Minitex in Anderson Library at the University of Minnesota Minneapolis. I then was able to implement that information to the Heart of Lakes Elementary School, where I placed the ELM Personalized link into their online library website. Another experience I was able to have through this internship included my ability to job shadow at both Concordia College and Minnesota State University Moorhead, as a way to visualize their day-to-day job requirements. As well, I was also given the opportunity to help edit, organize and assemble NLLN's Directory of Historical and Cultural Organizations and Museums in North-central, Northwest, and West-central Minnesota. Through that job, I contacted these organizations and museums to receive the correct information that would go into their description within the directory. Then, after receiving all of this information, I made sure to categorize them alphabetically, as well as tag them through their specific exhibits, their access to genealogy help, their extensive collection of county records and archives, and any festivals or events that they hold at their property. Among having a printed version of this Directory, I also placed all of this information on a web page, which will be of access to the community through a link on NLLN's online website. The last experience that I have been able to have through my internship at Northern Lights Library Network is the ability to update their social media pages. This included adding status updates to Facebook, tweets on Twitter, and photos through Instagram. Overall, I have been able to have a successful experience through NLLN's internship. This job has been a wonderful opportunity for me to gain knowledge in librarianship and attain many helpful contacts for my future. I am greatly appreciative to Kathy Enger and the NLLN Governing Board for all of their help and guidance through this experience.

Katelyn Ostby

July 2014

Dear Dr. Susan Ellingson,

On behalf of the Northern Lights Library Network, thank you for your donation of Norwegian heritage, culture, and language books to the Minnesota community. Your father's collection will be invaluable to many Norwegian institutions around the state.

A comprehensive list of collection items is included below, outlining each title's destination. The three institutions happy to receive the works are Concordia College, the Norwegian-American Historical Association at St. Olaf College, and the Norwegian-American Genealogical Association in St. Paul.

We hope that through these institutions the collection accrued by your father will continue to delight, educate, and support students and scholars of Norwegian culture and language. His biography, composed by you and your mother, will be included with each collection, so that the receiving institutions will be certain to know of their provenance.

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Concordia College

- Sions Harpe No. 1-11, Melodier*
- Norsk Folkemusikk*
- Telemark to America, Volume 1: Emigration*
- Frydetoner, Sange fra Ungdommens Ven*
- Mystery of the Runestone*
- Three Landsverks: The Art of an Immigrant Family*
- Salmer og Sange for Skolen*
- Norsk Songbok*
- Yust for Fun: Norwegian-American Dialect Monologues*
- Nordmaendene I Amerika, deres Historie og Rekord, Volumes 1 & 2*
- Sangeren, Salmer og Sange*
- Toner fra Lovlangsdalen*
- Synnove Solbakken*
- Brand, et Dramatisk Digt*
- Fortaellinger og Skildringer*
- With Affection, Marten: A Swedish Immigrant's Letters About Struggles and Triumphs Homesteading on the Prairie*
- The Cotter's Son (Husmandsgutten)*
- Grass of the Earth: Immigrant Life in the Dakota Country*
- untitled illustrated children's book*
- Concordia College Program of Memorial Service for King Olav V of Norway*
- Femti Folketonar Fra Hardanger, Opus 150*

Norwegian-American Historical Association, St. Olaf College

- notebook of Reverend Hans A. Blegan*

Norwegian-American Genealogical Association, St. Paul

- Aldri Alene*
- Vink og Raad for Dem, Som Foler Trang Til at Vidne om sin Frelser*
- Raad og Vink i Menighedsarbeidet*
- Christelige Betragtninger*
- Bjornson's en Glad Gut*
- Telavag*
- The Norseman*
- Trondheim, the Great Little City of Norway*

- Blow, Silver Wind: A Story of Norwegian Immigration to America*
- Skifteregister for Holla Nedre Telemark*
- Salmebog (Biskop J. N. Skaar)*
- The Lutheran Hymnary*
- Sangbog for Sonner af Norge*
- Loefebog for Born*
- Konfirmert og Hvad Saa?: Nogen ord til Nykonfirmerte*
- Alt af Naade et alvorligt Ord til dem, Som Soger Frelse ved den Herre Jesus Kristus*
- Telesoga*
- Salmebog, udgiven as Synoden for den norsk-evang.-luth. kirke I Amerika*
- Landstads Salmebog*
- Kirkesalmebog (1898)*
- Kirkesalmebog (1906)*
- Kristus I Gethsemane*
- Religiose fortallinger, indeholdende Charaktertroek af det christelige Liv*
- Salmebog (1909)*
- Den Gyldne Bog: Med Medicinsk Kundskab*
- Fortaellinger af Norges Historie*
- Haandraekning for Nybegyndere I Religions, Undervisning*
- Ingen som Jesus*
- Sunde og syge Menneske*
- Soeder og Skikke i Bibelens Lande (Handbook of Bible Manners and Customs)*
- Det Nye Tempel*
- Den Store Strid i den kristne Tidsalder*
- Valborg*
- Bibelhistorie med beskrivelse af det hellige land for middelskolen*
- Norway 1955: Pictorial Calendar and Diary*
- How to Feel at Home in Norway*
- Den Lyse Nordhimmel*
- Norsk Natur og Folkeliv (Boken om Norge)*
- Norge Gjennem Tiderne (Boken om Norge)*
- Sundhed og Velvaere*
- Geografi for Middelskolen*
- Andagtstunder: Betragtninger til huer Dag i Kirkeaaret*
- Danish-Norwegian Bible*
- Scandinavia: Denmark, Finland, Iceland, Norway, Sweden (travel magazine)*
- News of Norway*
- Dagbladet, 01/31/1991*

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-Mystery of the Runestones
-Nordmaendene I Amerika, deres Historie og Rekord, Volumes 1 & 2

Sincerely,
Kathy B. Enger, Ph.D.
Executive Director
Northern Lights Library Network

Dr. R. Warren Pierson was delivered by a midwife in her home in York, ND. He grew up on the family farm and attended the one room school house on their family property before going off to a boarding house in the county seat of Minnewaukan, ND for high school. He valued learning, his family and his Norwegian heritage and was an avid reader and collector of books. He read as much as he could while working on the family farm and while attending Concordia College and then medical school. Over the years he moved often but his beloved books were always among the boxes packed and moved.

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<i>A Day at the Sugar Camp</i>	Jessica Diemer-Eaton
<i>A Dictionary of Ojibway Language</i>	Frederic Baraga
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<i>A Little History of My Forest Life: An Indian-White Autobiography</i>	Eliza Morrison
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<i>An Egg Count</i>	George Henry (Maungwudaus)
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<i>Ojibwe Warrior: Dennis Banks and the Rise of the American Indian Movement</i>	Dennis Banks with Richard Erdoes
<i>One Native Life</i>	Richard Wagamese
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Upper Midwest

Our Journey

Our Knowledge is not Primitive: Decolonizing Botanical Anishinaabe Teachings

People of the Three Fires

Portage Lake: Memories of an Ojibwe Childhood

Psychic Experiences of an Indian Princess

Puhpohwee for the People: A Narrative Account of Some Uses of Fungi Among the Ahnishinaabeg

Real Wild Rice

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Songs of Our Ancestors: Poems About Native Americans

Spirit of the Ojibwe: Images of Lac Courte Oreilles Elders

Stories Migrating Home: A Collection of Anishinaabe Prose

Strength of the Earth: The Classic Guide to Ojibwe Uses of Native Plants

Summer in the Spring: Ojibwe Lyric Poems and Tribal Stories

Lyz Jaakola, illustrated by Karen Savage-Blue

Wendy Makoons Geniusz, illustrated by Annmarie Geniusz

George Cornell

Maude Mitchell Kegg

Annette Leevier

Keewaydinoquay Peschel

David Martinson

Winona LaDuke

Howard Paap

Charles Brill

Peter Eyvindson

John Rogers

David Treuer

Adam Fortunate Eagle

Chantal Norrhard

Gerald Vizenor

Louise Erdrich

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Nancy van Laan and Betsy Bowen

Gerald Vizenor

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Heid E. Erdrich

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Drew Hayden Taylor

Denise Sweet

Joseph Bruchac

Mark Turcotte

Sara Balbin, James R. Bailey,

Thelma Nayquonabe, Kimberly

Blaeser

Kimberly Blaeser

Frances Densmore, Brenda J. Child

Gerald Vizenor

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<i>Survivor's Medicine: Short Stories</i>	E. Donald Two-Rivers
<i>Sweet Grass: Lives of Contemporary Native Women of the Northeast</i>	Mildred Noble
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<i>Tales of the Anishinaubaek</i>	Basil Johnston
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<i>Tempest Above the Tenfeather: Some Rain Must Fall</i>	Stephen Paul Gese
<i>The 7 Clans of the Anishinaabe</i>	Brenda L. Antonich
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<i>The Assassination of Hole in the Day</i>	Anton Treuer
<i>The Baby Blues</i>	Drew Hayden Taylor
<i>The Bear's Long Tail - A Tale Retold</i>	Jane Chartrand
<i>The Bear-Walker and Other Stories</i>	Basil Johnston
<i>The Beet Queen</i>	Louise Erdrich
<i>The Bingo Palace</i>	Louise Erdrich
<i>The Birth of Nanabosho</i>	Joe McLellan
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<i>The Boy Who Lived With the Seals</i>	Rafe Martin, David Shannon
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<i>The Colour of Dried Bones</i>	Lesley Belleau
<i>The Crane</i>	Gabriel Horn
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<i>The Crying Christmas Tree</i>	Allan Crow
<i>The Dance Boots</i>	Linda LeGarde Grover
<i>The Dream Catcher Pool</i>	Jane Chartrand
<i>The Everlasting Sky: New Voices From the People Names the Chippewa</i>	Gerald Vizenor
<i>The Everlasting Sky: Voices of the Anishinabe People</i>	Gerald Vizenor
<i>The Failure of Certain Charms</i>	Gordon Henry
<i>The Feathered Heart</i>	Mark Turcotte
	Thomas Peacock and Marlene Wisuri
<i>The Four Hills of Life: Ojibwe Wisdom</i>	Louise Erdrich
<i>The Game of Silence</i>	Leanne Simpson
<i>The Gift Is In the Making: Anishinaabeg Stories</i>	Stephen Paul Gese
<i>The Gift of Te'Chaya: Beyond the Tenfeather</i>	Thomas Peacock and Marlene Wisuri
<i>The Good Path: Ojibwe learning and activity book for kids</i>	Wisuri
<i>The Great Change</i>	Gabriel Horn
<i>The Healing Blanket: Stories, Values and Poetry from Ojibwe</i>	Gina Jones, Mildred Tinker

<i>Elders and Teachers</i>	Schuman, Maryellen Baker
<i>The Heirs of Columbus</i>	Gerald Vizenor
<i>The Hiawatha</i>	David Treuer
<i>The Indian at Indian School</i>	Linda LeGarde Grover
<i>The Island of the Anishnaabeg: Thunderers and Water Monsters in the Traditional Ojibwe Life-World</i>	Theresa S. Smith
<i>The Last Report on the Miracles at Little No Horse</i>	Louise Erdrich
<i>The Legend of Lady Slipper: An Ojibwe Tale</i>	Lise Lunge-Larsen and Margi Preus
<i>The Life of Emily Peake: One Dedicated Ojibwe</i>	Jane Pejsa
<i>The Light People</i>	Gordon Henry
<i>The Lives and Times of Three Powerful Ojibwe Chiefs</i>	Duane R. Lund
<i>The Long Dance</i>	David A. Groulx
<i>The Manitous: The Spiritual World of the Ojibway</i>	Basil Johnston
<i>The Master Butchers Singing Club</i>	Louise Erdrich
<i>The Mishomis Book: The Voice of the Ojibway</i>	Edward Benton-Banai
<i>The Mushgigamongsebe District: A Traditional Cultural Landscape of the Sokaogon Ojibwe Community</i>	Anna Willow, Larry Nesper, Thomas King
<i>The New Resource Wars: Native and Environmental Struggles Against Multinational Corporations</i>	Al Gedicks
<i>The Ojibwa Dance Drum: Its History and Construction</i>	Thomas Vennum
<i>The Ojibwe</i>	Michelle Levine
<i>The Ojibwe of Michigan, Wisconsin, Minnesota, and North Dakota</i>	Janet Palazzo-Craig
<i>The Painted Drum</i>	Louise Erdrich
<i>The People Named Chippewa: Narrative Histories</i>	Gerald Vizenor
<i>The Plague of Doves</i>	Louise Erdrich
<i>The Porcupine Year</i>	Louise Erdrich
<i>The Range Eternal</i>	Louise Erdrich
<i>The Red Convertible</i>	Louise Erdrich
<i>The Rez Road Follies: Canoes, Casinos, Computers, and Birch Bark Baskets</i>	Jim Northrup
<i>The Round House</i>	Louise Erdrich
<i>The Sacred Harvest: Ojibway Wild Rice Gathering</i>	Gordon Regguinti
<i>The Sound the Stars Make Rushing Through the Sky: The Writings of Jane Johnston Schoolcraft</i>	Jane Johnston Schoolcraft
<i>The Star Man and Other Tales</i>	Basil Johnston Winona LaDuke and Waseyabin Kapashesit
<i>The Sugar Bush</i>	George Copway
<i>The Traditional History and Characteristic Sketches of the Ojibway Nation</i>	David Treuer
<i>The Translation of Dr. Appelles</i>	Gerald Vizenor
<i>The Trickster of Liberty: Tribal Heirs to a Wild Baronage</i>	Gerald Vizenor

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<i>The Walleye War: The Struggle for Ojibwe Spearfishing and Treaty Rights</i>	Larry Nesper
<i>The White Earth Tragedy: Ethnicity and Dispossession at a Minnesota Anishinaabe Reservation, 1889-1920</i>	Melissa L. Meyer
<i>Time of the Eagle: A Story of an Ojibwe Winter</i>	Stephanie Golightly Lowden
<i>To Be the Main Leaders of Our People: A History of Minnesota Ojibwe Politics, 1825-1898</i>	Rebecca Kugel
<i>Touchwood: A Collection of Ojibway Prose</i>	Gerald Vizenor
<i>Traces in Blood, Bone, And Stone: Contemporary Ojibwe Poetry Tracks</i>	Kimberly Blaeser
<i>Trailing You: Poems</i>	Louise Erdrich
<i>Treaty at Old Crossing: To Invite Enlightened Understandings: Reflections, Writings and Responses to the 1863 Treaty, Notes and Dialogue</i>	Kimberly Blaeser
<i>Tree Farm: Replanting a Life</i>	Virgil Benoit, John C. Zak, and David F. Marshall
<i>Tribal Scenes and Ceremonies</i>	David Treuer
<i>Voyageur Country: The Story of Minnesota's National Park</i>	Gerald Vizenor
<i>Waboseg (An Ojibwe story about Rabbits' ears)</i>	Robert Treuer
<i>Walk in Peace: Legends and Stories of the Michigan Indians</i>	Lois Beardslee
<i>Walking the Rez Road</i>	Simon Otto
<i>Walleye Warriors: An Effective Alliance Against Racism and For the Earth</i>	Jim Northrup
<i>War Cries</i>	Rick Whaley with Walter Bresette
<i>We Are at Home: Pictures of the Ojibwe People</i>	Diane Glancy, Kimberly Blaeser
<i>We Have the Right to Exist: A Translation of Aboriginal Indigenous Thought</i>	Bruce White
<i>Weesquachak and the Lost Ones</i>	Wub-e-ke-niew
<i>When Beaver Was Very Great: Stories to Live By</i>	Ruby Slipperjack
<i>Where Did You Get Your Moccasins?</i>	Anne M. Dunn
	Bernelda Wheeler
	Jan Bourdeau Waboose, illustrated by Halina Below
<i>Where Only the Elders Go -- Moon Lake Loon Lake</i>	Peter Razor
<i>While the Locust Slept</i>	Tamarack Song and Moses Amik Beaver
<i>Whispers of the Ancients: Native Tales for Teaching and Healing in Our Time</i>	
<i>William W. Warren: The Life, Letters, and Times of an Ojibwe Leader</i>	Theresa M. Schenck
<i>Winter Thunder: Retold Tales</i>	Anne M. Dunn
<i>Woodarrows: Indians and Whites in the New Fur Trade</i>	Gerald Vizenor
<i>Yea! Gimiwan!: An English/Ojibwe Counting Book</i>	Michael Lyons

Appendix B

The April 2011 Legislative Audit Report states on page 1: "Public Libraries, Problems Identified: Unclear Purpose for Multitype Systems. The 1979 Legislature created seven multitype library cooperative systems to provide opportunities for all types of libraries (academic, public, school, and special) to work together. The multitype systems, though, have had little positive effect on public libraries, and multitype activities often overlap with the activities of regional public library systems and state agencies. Action Needed: Merge Multitype Systems into the Regional Public Library Systems. To reduce duplication and enhance coordination, the Legislature should

eliminate multitype library cooperative systems as separate entities and move their function and funding to the public library systems. Two multitype systems have already unofficially "merged" with their respective regional library systems; such movement should be encouraged." ... "To reduce duplication and enhance coordination, the Legislature should eliminate multitype library cooperation systems and move their function and funding to the regional public library systems."

From: CHARLIE LINDBERG <cnlindberg@gmail.com>

Date: Sun, Jul 27, 2014 at 2:35 PM

Subject: Re: Brief Update from NLLN

To: "McHenry, Kevin (MDE)" <kevin.mchenry@state.mn.us>

Assistant Commissioner McHenry,

As a board member of the NLLN multi-type system, of the NWRL system, the Hallock Library Board, and a retired media specialist, I congratulate you for clarifying the mandate of task force. In each of these areas of interest, I have worked to broaden access to materials and training for all Minnesota citizens, especially those in rural Minnesota. Due to this diversity of experience, I can see clearly how each entity mentioned above works through their different mandates to create the vision of literacy for all.

The collaboration between the NLLN and media specialists has been extremely powerful for me as I worked in one of the smallest and most isolated school districts in Minnesota. With assistance from Ruth Solie, the NLLN Director at the time, Chris McGovern (Waubun Ogema School District) and I joined NLLN-sponsored automation consortium formed by the public library systems. When that consortium dissolved, Ruth proposed to Chris and I that we participate in a pilot project to automate using the Follett Destiny System or a Winnebago system. We chose Follett and the Northstar Consortium was born and has grown far beyond our expectations, allowing small and large systems to participate at a reasonable cost with hosting and tech support provided by Region 1. Only the resources, mandate, and vision of a multi-type could have provided this opportunity through an E2 T2 grant.

The regional public library systems and school librarians benefit from the multi-type also with pilot programs, such as the NLLN's Train the Trainer program and subsidies they provide through scholarships to attend workshops, technology training, subsidies for book delivery and e-books.

Considering my long history, I remember when the Department of Education provided some of these services. Mary Dalbotten came to regional centers to offer ideas and assistance to media specialists. Our first computer training in NW Minnesota rural districts came from also from the DOE. With constant shake-ups in the Department, we lost all of this and soon the multi-types, MEMO, and Minitex moved to fill some of the gap. I hope that the task force looks for more methods of collaboration among the diverse entities and how they might be able to leverage each of their strengths.

These are a couple of ideas that NLLN is working on or is contemplating:

1. NLLN developed Train the Trainers, an individualized training in ELM, new technology, and apps for local school and public librarians
2. NLLN is providing funds to Viking Library System to subsidize book delivery within the region
3. NLLN is providing funds to NWRL and LARL for three years to subsidize the purchase of e-books
4. NLLN has gathered information for a Directory of Historical and Cultural Organizations and Museums and has opened a dialog with the Minnesota Historical Society to publish this information

What if some of these ideas were extended to all parts of the state? Could Minitex work on a group buy for e-books as they have for the magazine and reference materials? What about a collaboration between the Historical Society and local museums and cultural entities? Legacy funding has produced an app sponsored by Explore Minnesota, Minnesota

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Historical Society and the Minnesota Association of Museums to show off local areas of interest. It is a beginning but lacks detail and misses so many highlights. What a collaboration that could be!

Minnesota has created the foundation for expansive and exciting collaboration throughout Minnesota. I hope the task force does not think small and looks for ways to boldly move forward.

Charlie Lindberg

cnlindberg@gmail.com

On Fri, Jul 25, 2014 at 4:30 PM, McHenry, Kevin (MDE)

<kevin.mchenry@state.mn.us> wrote:

Kathy,

I appreciate your email and the points you have made. I feel you may have focused in on one comment and interpreted it to mean something that it doesn't.

I am responding to help clarify that the task force is set up to provide recommendations for ways for Minnesotans to have equitable and cost effective access to state supported library services. This is similar to other MDE task forces that have been assigned to the department such as: Education Finance, Integration, Assessments, Bullying Prevention, Special Education Paperwork Reduction and Teacher Licensure. MDE staff serve the task forces and work very hard to get input and involvement from those appointed to them. During the first meeting of any task force we strive to provide background information and a general overview of the landscape so that all task force members have a firm understanding of the charge to the group and sufficient information to help guide their work. During these presentations we have often heard from the OLA if they have issued a report on a specific topic along with other background items and/or presentations.

At the time of the our MLA presentation, the first meeting of the task force had not been scheduled nor planned, and the application period was still open. The goal of the taskforce is not a way to, as you suggest, eliminate multi-types. While the agenda of future meetings will be established by its co-chairs after the first meeting, I anticipate a focus on early education services that libraries provide, how libraries can help to close the achievement gap, how to address the need of e-books and other emerging forms of technology and other suggested ways of providing high quality services. Below is the statute that is the charge to the working group:

"CONSULTATION; LIBRARIES AND SERVICE DELIVERY. The commissioner of education must consult with people knowledgeable about state libraries and service delivery, including representatives of the Department of Education, regional public library systems, multicounty multitype library systems, public libraries located in the metropolitan area and greater Minnesota other than regional public library systems, Minitex, public school library media specialists, the Office of Higher Education, the Association of Minnesota Counties, and the League of Minnesota Cities on increasing service delivery and collaboration between library governance systems, options for changing current library procedures and library governance systems to increase collaboration between library systems, and ensuring equitable and cost-effective access to library services statewide. In addition to addressing physical library services, the commissioner also must consider how to increase access to emerging electronic services. The commissioner must report by February 1, 2015, to the education policy and finance committees of the legislature on how to structure library systems to ensure that all Minnesota residents have equitable and cost-effective access to state-supported library services"

I hope that the task force will be a platform and opportunity to elevate the great work that libraries are currently doing and help develop strategies for emerging issues.

Thanks for taking the time to provide your input, I really appreciate it. Please let me know if you have further questions or concerns.

Kevin McHenry
Assistant Commissioner
Minnesota Department of Education
O: 651.582.8250 M: 612.306.0895
Email: kevin.mchenry@state.mn.us

"Leading for educational excellence and equity- Every day for every one"

-----Original Message-----

From: Kathy Enger [<mailto:Kathy.Enger@nlln.org>]

Sent: Friday, July 25, 2014 2:31 PM

To: Richard D. Anderson; mfnltheater@gmail.com; Wayne Ingersoll; Betsy Vinz; Charlie Lindberg; Ruth Holmgren; Carol Sibley; Jenna Kahly; Adelle Bridgeford; Terri Darco; Peter Bremer; Tammy Thomasson-Ehrhart; Glenn Heinecke; Lina Belar; Debra Keena

Cc: McHenry, Kevin (MDE); Nelson, Jennifer R (MDE); elainec@capitolhillassoc.com

Subject: Brief Update from NLLN

Hello NLLN Governing Board:

Just a brief update on something that has been on my mind since the July 8, 2014, Legislative Forum in St. Cloud:

Both the Assistant Commissioner (Kevin McHenry) and State Librarian (Jennifer Nelson) were at the meeting and presented a Powerpoint on the work they are doing with libraries in Minnesota. One of their initiatives is to review the library governance structure in the state. During the Powerpoint, the State Librarian mentioned eliminating duplication between public libraries and multi-type library systems. A committee is being formed, and there will be a series of meetings state-wide throughout the fall to discuss this issue (along with interlibrary loan and eBook needs). MDE and State Library Services will present a report of recommendations to the Minnesota legislature

for the
2015 legislative session.

When the presentation in St. Cloud opened for discussion, I asked Kevin and Jenn if there were any policies or documents they were using to guide the fall meetings and their decision making process. Kevin said they are using the 2010/2011 Legislative Audit Report, which says, "To reduce duplication and enhance coordination, the Legislature should eliminate multitype library cooperation systems and move their function to the regional public library systems" (<http://www.auditor.leg.state.mn.us/ped/pedrep/libraries.pdf> [1]). The discussion of eliminating the multi-type library systems and restructuring appears to be underway.

I was waiting to discuss this with you at the August 16th NLLN Governing Board meeting, but I've heard from 3 board members in the last few days, which doesn't happen very often, so I'm thinking something might be in the grapevine and I want to address it with you, directly.

In addition, the NLLN office was moved, as result of construction on the second floor at Townsite (Suite 104). I have been watching the construction directly above the NLLN office, as well as throughout the 2nd floor, where 48 new apartments are underway. Even though an engineer has been directing the construction, it appears to me that the structure above our office may not be safe. I have been assured that it is safe. I investigated possibilities in Moorhead for new office space, until the Legislative Forum on July 8th, when it appeared that the discussion of restructuring the multi-type systems was underway.

I was hoping to bring you up-to-date at the August 16th meeting, but I'm assuming there could be some discussion through social media, etc., that I may not be aware of. You should hear about what is going on straight from the horses mouth (so to speak).

I have heard from our president, Wayne Ingersoll, and he appears to be recovering nicely, following surgery. We have been thinking of him and hoping for a complete recovery during this time. I'm hoping he can be at the August 16th board meeting. We will need to elect officers for Fiscal Year 2015 at that time.

I'm 'ccing this message to both Kevin McHenry and Jenn Nelson, so they can correct any misinformation I might have written in this email by 'ccing to all'. I'm also including Elaine Keefe, the MLA/ITEM legislative representative on this email, since she was also at the meeting.

See you on August 16th!

--

Kathy B. Enger
Executive Director
Northern Lights Library Network
Kathy.Enger@nlln.org

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Committed to strong libraries in Minnesota

MLA Legislative Forum

2015 Legislative Issues Recommendations

July 8, 2014

MLA Legislative Forum – 2015 Legislative Issues: Recommendations

MLA Legislative Forum – 2015 Legislative Issues: Recommendations

The Minnesota Library Association hosted its annual legislative forum on Tuesday, July 8, 2014 at the Great River Regional Library's St. Cloud Public Library. Approximately 45 people attended and heard presentations about legislative issues from Capitol Hill Associates—Elaine Keefe and Sam Walseth-- as well as from representatives of the State Library Services Division of the Minnesota Department of Education—Kevin McHenry, Assistant Commissioner, and Jennifer R. Nelson, Director, State Library Services Division.

The consensus of the attendees was that the following issues should be recommended for consideration by the MLA Board of Directors, the MLA Legislative Committee and the MLA membership:

- The Minnesota Library Association supports state funding for the following library programs:
 - Regional Library Basic System Support at a level to be recommended by the Council of

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Regional Public Library System Administrators

- \$2 million annually for Multi-county, Multi-type Operating Aid for the Multitype systems
- \$3.3 million annually for Regional Library Telecommunications Aid
- \$9.75 million annually for Telecommunications Equity Aid
- Minnesota Library Association supports funding for ELM, Minitex, Minnesota Digital Library and MnLINK
- Minnesota Library Association supports the recognition of the critical role of libraries and librarians in legislation and initiatives focusing on early literacy.
- Minnesota Library Association supports the recognition of the increasing demand for libraries to provide users with digital library materials including ebooks, audiobooks, streaming media, and electronic databases. *[Conversations during the Forum included the possibility of new resources, including an initiative related to medical and health information, “MyHealth”]*
- Minnesota Library Association supports the inclusion of the important roles of libraries and librarians in initiatives fostering electronic access to governmental services, at all levels, as well as the importance of providing access to such services. *[Subsequent to the Forum, one idea being discussed would be possibly advocating for a librarian to be appointed to the Minnesota EGovernment*

Appendix C

The Lake Agassiz Regional Library (LARL), Northwest Regional Library (NWRL), and Northern Lights Library Network (NLLN) Overdrive School Initiative

by Liz Lynch, LARL Director LARL

Over the past few years, students living within the counties served by Lake Agassiz Regional Library (LARL) and Northwest Regional Library (NWRL) have been issued iPads or tablets by their schools. During this time, LARL and NWRL have seen a steady increase in the use of eBook and eAudiobook collections. In addition, teachers from schools without the issued devices are asking how their students can get connected, simply due to the number of devices in schools and homes across the region.

Media specialists from across the region have contacted LARL and NWRL, asking how their students can access eBooks and eAudiobooks. LARL and NWRL would like to encourage schools, teachers, and students to register for LARL and NWRL library cards to access the eBook services provided to them through their public library. Along with Northern Lights Library Network (NLLN), LARL and NWRL can provide eBook and eAudiobook access for students, enhancing efforts schools are making to provide content rich materials to students through their iPads or tablets. In a formative needs assessment of schools conducted by NLLN during the month of December 2012, it was learned that many students at the middle school and high school level needed more access to ‘high interest’, ‘modern fiction’, or current fiction to download to their mobile devices.

Together, LARL and NWRL will receive \$5,000 each year for three years from NLLN to purchase eBooks and eAudiobooks concentrated toward middle and high school students. The Lake Agassiz Digital Library and NWRL Overdrive School Initiative include the following:

- LARL and NWRL is purchasing eBooks and eAudiobooks targeted toward middle and high school students, LARL is using the *eKids Reading Room* interface offered by OverDrive.
- LARL and NWRL received additional funding from NLLN to market and promote eBooks in the schools and a marketing tool kit for marketing the materials to the schools has been developed.
- LARL branches and LINK Sites are reaching out to schools and offering training on how to access and download the eBooks and eAudiobooks.
- Marketing materials are being introduced to schools, along with promotional materials for the Summer Reading Program. In the fall, LARL and NWRL staff will contact schools to actively pursue hands-on training opportunities with teachers and students.
- Data will be maintained to monitor the number of items circulating and the number of customers using the service per month and a report of activity will be provided to NLLN in April of each year in order to determine the output and impact of the initiative and to assist in preparing a budget for the beginning of the next fiscal year. The project is proposed for 3 fiscal years.



LARL *eReading Room* Promotional Plan

1. Bookmarks
 - a. One side contains the LARL, NLLN, and OverDrive logos. The other side promotes the service to teens and youth.
 - b. Hand out at schools, county fairs, expos, and the libraries.
 - c. Include in the summer reading program sign up packets.
2. Poster
 - a. 8 X 11 poster for hanging in the community and library.
3. Banner
 - a. Three fixed-stand banners will rotate throughout the region promoting the service throughout the summer months.
4. Newspapers
 - a. A press release will be sent to all local newspapers announcing the service and the gift from NLLN.
5. Social Media/larl.org/online newsletter
 - a. New titles will be promoted throughout the summer months on the LARL facebook page and on larl.org.
 - b. The service and titles will be promoted to the LARL customers who receive the LARL online newsletter.

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6. School Visits

- a. A “back to school” letter will be sent to all schools informing teachers of this resource. In addition, LARL staff will extend an offer to teach staff and youth how to use the service through an on-site school visit.

Timeline Fiscal Year 2015 Draft

FALL 2014

Plan Train-the-Trainers

July 1: Factor-of-4 payment due.

July: LARL and NWRL for eBook initiative payment.

July 30: Final FY14 State Aid payment, 10%, \$21,890.98.

July 29-30: Present at eLearning Summit.

August and September: Finish media specialist interviews. Analyze interviews; submit conference proposals; plan presentations. Complete the systematic review.

August 16: Governing Board meeting

August 20 – December 5: NLLN Media Specialist intern; review SMART public relations plan; write and redesign brochure; write profiles; add member websites to NLLN website; write media advisories and press releases promoting libraries. Advertise for spring intern.

“Poets Across Minnesota”: Work with poet Zepper on Kittson school project and “The Big Read Grant”; Schedule 4 “Beads on One String” performances.

August-September: Complete and publish the *Historical and Cultural Organizations and Museums Directory*. Send packet of information, including the director to the historical and cultural organizations and museums in the region, along with an organizational agreement.

September 1: Minitex report due.

September: Plan annual meeting.

September 15: First FY15 State Aid payment, 30%.

September 17-20: Present at the American Association for State and Local History (AASLH) conference in St. Paul

October 15, 2014: Second FY15 State Aid payment, 30%.

October 18: Governing Board meeting

December 1: Minitex report due.

December 13: Governing Board meeting

SPRING 2015

Plan Train-the-Trainers

January 2015: Plan 2 Destiny trainings

January 2015: VLS interlibrary loan request

January 10 – June 10: Redesign website

February 15, 2015: Third State Aid payment, 30%.

February 21, 2015: ***Library Luncheon with Legislators*** at MSUM, Room 101; Governing Board meeting; Develop directory of legislators in NLLN region

March 1: Minitex report due

April 2015: OCLC CatExpress billing

April 18, 2015: Governing Board meeting

June 1: Minitex report due.

June 16, 2015: *Annual meeting*, Detroit Lakes City Park
July 30, 2015: Final State Aid payment for FY15, 10%.

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Northern Lights Library Network Governing Board FY14 and FY15:

- Wayne Ingersoll, President, Lake Agassiz Regional Library Representative, Clay County Commissioner
- Richard Anderson, Vice President, Kitchigami Regional Library Representative, Beltrami County Commissioner
- Charlie Lindberg, Secretary, Northwest Regional Library System Representative, Kittson Central Schools, emeritus
- Betsy Vinz, Treasurer, Lake Agassiz Regional Library Representative, Moorhead Library
- Ruth Holmgren, Viking Library System Representative, Pelican Rapids Schools
- Fred Rogers, Kitchigami Regional Library Representative, Walker City Council
- Gay Galles, Moorhead Public Schools and Adell Bridgeford, Walker Public Schools, emeritus, School Library Representatives
- Chris McArthur, Ogema Schools and Glenn Heineke, Roseau Schools, Alternate School Library Representatives
- Carol Sibley, Academic Library Representative, Minnesota State University Moorhead emeritus
- Peter Bremer, Alternate Academic Library Representative, University of Minnesota Morris
- Jenna Kahly, Public Library Representative, Lake Agassiz Regional Library
- Tammy Thomasson-Ehrhart, Alternate Public Library Representative, Crookston Public Library
- Terri Darco, Special Library Representative, White Earth Early Childhood Program

Northern Lights Library Network Executive Director FY14 and FY15:

Kathy B. Enger

The Governing Board of Northern Lights Library Network approved the second year of the third-year strategic plan June 2014.

The design of questions for both the qualitative and quantitative data collection was based on Northern Lights Library Network need to further develop its strategic plan by identifying core values, determine library needs in the region, and discover how the multi-type library system could uniquely address those needs.

An electronic survey system was used to gather qualitative data from 23 NLLN members attending the 2012 annual meeting. Qualitative data was collected using 22 questions to determine core values, environmental scan, SWOT analysis, and needs analysis (see Table 1).

A phenomenological approach was used to analyze the qualitative data, following the Giorgi and Giorgi method of analysis (Giorgi & Giorgi, 2008). Enger and Lajimodiere (2011) outlined the phenomenological method used in this study:

1. The entire description written by the participant is read to discover the psychologically relevant lived meanings in the data and get a sense of the whole.
2. The text is reread and the researcher places a slash in the text each time a transition takes place to break the data into “meaning units”.
3. With the “meaning units”, the researcher begins the process of analysis: revealing meanings that are lived, but not necessarily clearly articulated or in full awareness; making the implicit explicit; moving from concrete lived situation as an example of something, to clarify what it is an example of; rendering and articulating psychological meanings as they are experienced and become visible.
4. The “meaning units” become the basis for writing the experience. The researcher dips into the subjective world of the participant as much as possible. The resulting analysis refers to the key constituents and to the relationships among them (p. 185)

Once responses to the qualitative data were analyzed, a survey was developed. The survey was pilot tested with NLLN Governing Board members (11) at the November 2012 meeting. When the pilot was completed and the survey edited, the online survey containing 39 questions was sent to the entire NLLN membership during the month of March 2013, using the Dillman (2007) method to encourage good response rate. Responses were based on a simple Lickert scale of Strongly Disagree; Disagree; Undecided; Agree; Strongly Agree. Out of 232 members sent the survey, 72 members completed the survey (nearly a 40% response rate) and 58 members answered all of the questions (a 25% response rate). The population used for this survey was the entire population, not a sample of it. See Table 2 for survey questions.

A Cronbach’s Alpha was run on the questions to determine reliability of the survey design and it was found that reliability ranged from 0.835348 to 0.852987. A value between 0.8 and 0.9 is the ideal range, showing that the questions were reliable. Reliability means that scores from an

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instrument are stable and consistent and that respondents consistently answer closely related questions the same way (Creswell, 2012). See Table 3 for the Cronbach Alpha results.

From the survey results, the vision statement, a mission statement, identification of core values, and the development of goals and objectives of the organization were developed. To determine program development and implementation that arise from goals and objectives, a logic model was developed for each for planned work and intended results, including: activities, outputs, and impact.

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Table I

Qualitative Questions Asked 23 Participants

Questions
<p>CORE VALUES</p> <ol style="list-style-type: none">1. Please take some time to think about the history of libraries in the United States. What have libraries accomplished since they began in the mid-1880s? Take your time in responding to this question.2. What are libraries accomplishing today?3. Name five words you might use to describe libraries.4. What do you see as the role of libraries in the future?5. What impact does your organization have on its community?6. What makes libraries valuable?7. What are the core values of your organization?8. In as few words as possible, how would you describe the Northern Lights Library Network to a family member or neighbor?
<p>ENVIRONMENTAL SCAN and SWOT ANALYSIS</p> <ol style="list-style-type: none">9. Please describe the difficulties or problems libraries face today. Take your time in responding to this question.10. What actions have you taken to overcome your organizations obstacles?11. What obstacles are beyond your control?12. What does your organization do well?13. What could your organization do better?14. As you consider your experience and think about the education you have received, What would you envision to be the best possible library?15. Will you be able to be part of the meeting April 20th?
<p>NEEDS ANALYSIS OF MULTI-TYPE LIBRARY SYSTEM REGION</p> <ol style="list-style-type: none">16. What is a multi-type library system?17. What service provided by Northern Lights Library Network have been beneficial to you?18. Why are multi-type library systems important to the residents of your community?19. What services could multi-type libraries provide that are not currently provided?20. Please describe problems you may have experienced with multi-type library systems and/or with the Northern Lights Library Network.21. What is the purpose or role of multi-type library systems in Minnesota?22. What would you like your neighbors to know about multi-type systems?

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Table II

Quantitative Survey Questions asked 232 Members

Responses base on Likert Scale: Strongly Agree, Disagree, Undecided, Agree, Strongly Agree

Qualitative Questions

1. Libraries are a place for people to access information through the collaborative efforts the professionals who manage them.
 2. Libraries are a bridge between physical and electronic access; a bridge between people and technology; a bridge between the resources available, and the community needing to use those resources.
 3. Libraries are attractive, welcoming places that are friendly, open, inclusive, accessible, and innovative.
 4. Libraries are a source of community pride where people go to learn from educational experts who teach them what they need to know to thrive and grow in their community.
 5. Libraries are a place where stories join all our hands.
 6. Unlike teachers who teach what they think students should know, librarians teach by learning what library users want to know, then teach them how to use the resources that will educate them. All the while, librarians organize these resources so they are accessible.
 7. In principle and practice, libraries are at the core of a democratic society, defending the freedom of all citizens to: Access information to make informed decisions; read material that interests them; use technology successfully, engage in learning throughout the life cycle.
 8. The population using our library is increasing.
 9. The people I serve or represent are requesting more services.
 10. Our library's physical facilities are adequate.
 11. Our library receives adequate funding.
 12. If people knew more about the service our library provides, funding would increase.
 13. We need to learn how to activate our client base to increase our support.
 14. We need elected officials who care more about libraries.
 15. Libraries need better public relations.
 16. Our library staff has adequate customer service skills.
 17. Libraries are struggling to keep up with rapidly changing technology.
 18. The technological infrastructure to manage library resources is adequate.
 19. Our library staff has adequate technological skills.
 20. Libraries are no longer needed because everything is available on the Internet.
 21. Paper books are no longer needed because everything is available electronically.
 22. At some point, we may no longer have access to paper books in libraries.
 23. Our library collection is excellent.
 24. Our library staff receive adequate training.
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25. Our library needs more staff.
 26. Our library needs more volunteers.
 27. Our library should be open more hours.
 28. We need to learn how to write grant proposals.
 29. The main purpose of multi-type library systems is to make all libraries stronger.
 30. There needs to be more cooperative collection development among libraries of all types.
 31. There needs to be more shared subscriptions among all types of libraries.
 32. There should be an annual best practice session among all types of libraries, related to common interests, such as technology, remote access, and collection management.
 33. Northern Lights Library Network (NLLN) should support libraries to facilitate better communication about the purpose and benefits of libraries to citizens of the region.
 34. NLLN should find ways to share costs among all types of libraries in the region in order to lower costs to individual libraries.
 35. There is a need in our region for all library types to advocate together, with one voice.
 36. Please rank in order the importance of services provided to libraries by multi-type library systems, with 1 as the most important and 15 as the least important.
 37. Please rank the mission of Northern Lights Library Network (NLLN), with 1 as the most relevant, and 5 as the least relevant.
 38. I would like to see Northern Lights Library Network (NLLN) do more of the following:
 39. I represent the following type of library:
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Table III

Cronbach Results on Each Survey Question

Survey Questions									
35 Variables:	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	
	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	
	Q17	Q18	Q19	Q20flip	Q21flip	Q22flip	Q23	Q24	
	Q25	Q26	Q27	Q28	Q29	Q30	Q31	Q32	
	Q33	Q34	Q35						
Simple Statistics									
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum			
Q1	58	4.39655	0.77096	255.00000	1.00000	5.00000			
Q2	58	4.46552	0.68096	259.00000	1.00000	5.00000			
Q3	58	4.63793	0.74217	269.00000	1.00000	5.00000			
Q4	58	4.17241	0.92030	242.00000	1.00000	5.00000			
Q5	58	4.17241	0.84059	242.00000	2.00000	5.00000			
Q6	58	4.39655	0.64725	255.00000	3.00000	5.00000			
Q7	58	4.63793	0.51973	269.00000	3.00000	5.00000			
Q8	58	3.39655	1.00768	197.00000	1.00000	5.00000			
Q9	58	3.68966	0.94045	214.00000	1.00000	5.00000			
Q10	58	3.32759	1.08236	193.00000	1.00000	5.00000			
Q11	58	2.32759	1.06603	135.00000	1.00000	5.00000			
Q12	58	3.32759	0.82479	193.00000	2.00000	5.00000			
Q13	58	3.82759	0.65260	222.00000	2.00000	5.00000			
Q14	58	4.34483	0.66363	252.00000	3.00000	5.00000			
Q15	58	4.00000	0.77233	232.00000	2.00000	5.00000			
Q16	58	4.05172	0.68627	235.00000	2.00000	5.00000			
Q17	58	3.87931	0.99256	225.00000	1.00000	5.00000			
Q18	58	3.15517	0.89446	183.00000	1.00000	5.00000			
Q19	58	3.53448	0.84221	205.00000	2.00000	5.00000			
Q20flip	58	4.77586	0.46048	277.00000	3.00000	5.00000			
Q21flip	58	4.77586	0.46048	277.00000	3.00000	5.00000			
Q22flip	58	3.74138	1.11702	217.00000	1.00000	5.00000			
Q23	58	3.15517	0.89446	183.00000	1.00000	4.00000			
Q24	58	3.05172	0.92570	177.00000	1.00000	5.00000			
Q25	58	3.20690	1.07211	186.00000	1.00000	5.00000			
Q26	58	3.06897	1.05734	178.00000	1.00000	5.00000			
Q27	58	3.25862	1.06886	189.00000	2.00000	5.00000			
Q28	58	3.34483	0.86960	194.00000	2.00000	5.00000			
Q29	58	4.10345	0.61243	238.00000	3.00000	5.00000			
Q30	58	3.65517	0.84918	212.00000	2.00000	5.00000			
Q31	58	3.58621	0.79548	208.00000	2.00000	5.00000			
Q32	58	3.87931	0.72735	225.00000	2.00000	5.00000			
Q33	58	3.93103	0.64515	228.00000	2.00000	5.00000			
Q34	58	3.72414	0.83336	216.00000	2.00000	5.00000			
Q35	58	3.98276	0.76069	231.00000	2.00000	5.00000			
	Deleted Variable	Correlation with Total	Alpha	Correlation with Total	Alpha				
	Q1	0.435741	0.815505	0.429121	0.841061				
	Q2	0.634116	0.810807	0.637858	0.835348				
	Q3	0.458745	0.815018	0.454159	0.840384				
	Q4	0.501558	0.812416	0.504867	0.839007				

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Q5	0.528274	0.812083	0.526929	0.838405
Q6	0.181906	0.822603	0.198692	0.847175
Q7	0.445681	0.817246	0.469554	0.839967
Q8	0.357504	0.817586	0.357722	0.842976
Q9	0.552530	0.810395	0.557673	0.837562
Q10	0.074782	0.829154	0.073091	0.850425
Q11	- .017039	0.832495	- .027519	0.852987
Q12	0.308084	0.819264	0.298785	0.844543
Q13	0.452758	0.815877	0.451315	0.840461
Q14	0.573988	0.812647	0.590959	0.836646
Q15	0.383825	0.817048	0.406027	0.841682
Q16	0.344960	0.818455	0.355863	0.843026
Q17	0.122512	0.826371	0.136426	0.848793
Q18	0.140974	0.824921	0.140606	0.848685
Q19	0.170031	0.823655	0.176905	0.847743
Q20flip	0.294775	0.820503	0.306495	0.844339
Q21flip	0.330065	0.819887	0.335872	0.843559
Q22flip	0.182136	0.825177	0.186650	0.847489
Q23	0.175563	0.823768	0.159249	0.848202
Q24	0.109386	0.826234	0.106681	0.849562
Q25	0.142324	0.826371	0.153420	0.848353
Q26	0.289482	0.820396	0.285771	0.844888
Q27	0.308125	0.819686	0.337352	0.843519
Q28	0.238433	0.821572	0.227183	0.846430
Q29	0.482820	0.815509	0.479579	0.839695
Q30	0.453750	0.814493	0.456310	0.840326
Q31	0.336022	0.818424	0.341199	0.843417
Q32	0.532051	0.813045	0.544122	0.837934
Q33	0.503854	0.814660	0.519266	0.838614
Q34	0.356141	0.817730	0.370093	0.842646
Q35	0.385270	0.817051	0.407311	0.841648

The survey and results used to determine needs assessment, how stakeholders were consulted, and the environmental scan and SWOT analysis to create Northern Lights Library Network Strategic Plan is attached.

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