

Oregon State Library
BOARD OF TRUSTEES MEETING
April 16, 2014
Oregon State Library, Salem

Board members present: Ebonee Bell, Aletha Bonebrake, Sam Hall, Susan Hathaway-Marxer, Ismoon Hunter-Morton, Ray Miao.

Guests present: None.

Staff present: MaryKay Dahlgreen, Margie Harrison, Shawn Range, Jessica Rondema, Susan Westin.

Chair Aletha Bonebrake called the meeting to order at 1:35 p.m.

APPROVAL OF MINUTES

Hathaway-Marxer moved to approve the minutes from the February 21st Board meeting. Miao seconded. The motion passed unanimously.

REPORTS OF BOARD CHAIR AND TRUSTEES

Executive Committee Report

The Board Budget and Strategic Planning Committee has met twice. Members are Bonebrake, Hall, Bell, and Hathaway-Marxer, with Dahlgreen as staff. The Committee reviewed the strategic plan during the first meeting. Since the expectations for our agency have changed, we have now been advised to come up with a broader vision statement. During the second meeting, the group discussed the draft vision statement for the Oregon State Library.

Other Board Reports

Robin Speer hosted a wonderful volunteer recognition event this morning. She and the Volunteer Cross Team Workgroup worked hard to make this possible. Bonebrake encouraged everyone to go to the Oregon State Library's website to look at the history of the State Library and State Librarians, which Speer showed during the event. Dahlgreen and Bonebrake both spoke, thanking the volunteers for their hard work. Bonebrake thanked Speer for making this such a successful event.

Bonebrake commented on the great work of Robby Pietz, Jerry Curry, and Dave Hegeman to put together the Kim Stafford lecture. Kim Stafford donated his time to us for this event. Hall also commended the staff on the Stafford exhibit.

This morning, Bonebrake had the opportunity to speak with Carol Dinges, director of the Lebanon Public Library, about their budget cuts and loss of staff. They now have a new city manager, who is a supporter of libraries.

Miao reported on the Deschutes Public Library's A Novel Idea...Read Together 2014. They have chosen a book called *The Dog Stars*, which is written with very interesting language. The Author! Author! Series, put on by the Library Foundation, has been extremely successful. Seats

were sold out for the most recent speaker, Cheryl Strayed. The memorandums of understanding between DPL and local Friends groups in which Dahlgreen expressed interest should be on the website next month, once they are signed.

Hathaway-Marxer reported that Literary Arts and Multnomah County Library hosted Sonia Sotomayor at the Schnitzer Auditorium. The show was sold out. Hathaway-Marxer had the opportunity to meet Sotomayor and was very impressed with her. She won the hearts of the students she visited, as she was so genuine and kind. She gave heartwarming stories about her experiences growing up and as a justice.

Hathaway-Marxer also reported that the District Committee had a large meeting in front of the Multnomah County Library chair, commissioners, lawyers, and library staff, about the transfer of assets from the county to the library district. There are concerns about liability insurance. It is becoming a very complicated issue.

Hall mentioned that Justice Stevens has a new book coming out on Monday about six changes that we need to make in the United States Constitution, including redistricting. The Salem Public Library, in celebration of William Stafford, hosted a joint-presentation from poets Paulann Petersen and Lawson Inada on Stafford's influence on their work. There was a moderate audience for this very enjoyable event. The Salem Public Library children's room project has been delayed. The library thinks it has a major donor lined up for the next project, which would be to create a comfortable reading space.

Hunter-Morton reported that the Forest Grove City Library has had a number of wonderful cultural events lately. Paulann Petersen came for an event. Pacific University hosted a discussion on the stereotypes of Muslims. There was a display and items to check out. They made the newspaper a few times and Hunter-Morton did an interview. The Forest Grove City Library has also had substitute employees for the first time, building bridges with the city, and to hopefully help people understand how their staffing works.

Bell agreed that everyone was impressed with Sonia Sotomayor, noting that she was humble. Bell read the book and found it very interesting. The teen author lecture is coming up next month, featuring Sharon Draper. Bell has been the chair for this event.

REPORTS OF THE STATE LIBRARIAN

Activities Since the Last Meeting

Dahlgreen began her report by reviewing the reports in the board packet, starting on page 21. She encouraged the Board members to look at the Miscellaneous and Correspondence sections, which gives a good picture of what is going on at the State Library. Staff have received many good compliments. Accountant Renata Pilotto earned us the Gold Star Certificate again this year, from the Chief Financial Office.

The Joint Ways and Means Committee is creating a Legislative work group to modernize the State Library. The group will be staffed by John Borden and Steve Bender from the Legislative Fiscal Office (LFO), as well as the State Archivist, the State Law Librarian, the State Librarian, someone from DAS, and, if they choose, someone from the Oregon Historical Society. LFO is

currently identifying people to appoint the work group members. They are looking at the work that has been completed, such as the 2012 workgroup report, the work we did last summer, and the report from Senator Steiner Hayward and Representative Nathanson. They are separating the topics that are mutually agreed upon from those where there was disagreement.

Dahlgreen has received guidance from Borden, indicating that she needs to be very well prepared to speak to the Legislature. Now is the time to be straightforward about what we think the State Library should be doing. Dahlgreen feels that this gives her the opportunity to truly represent the State Library as an equal partner with the Archives and the State of Oregon Law Library. The positions on the legislative workgroup are as follows:

- Two workgroup co-chairs
- House policy committee member
- Senate policy committee member
- State agency and other users of State Archives services member
- State agency and other users of the State Library services member
- Courts and other users of the State Law Library services member
- Local library and citizens use of government resources (print and electronic) member (Current OLA president Penny Hummel has chosen Janet Webster to be the representative, who is very familiar with libraries and related politics)
- Impact on state jobs SEIU member

We have been asked by Barry Pack of DAS which agency uses our services the most, which is Oregon Health Authority (OHA). Dahlgreen sent him this information as well as the names of our GRS Advisory Council members. The workgroup's first meeting may be during legislative days in May, a few days before the meeting of the Emergency Board.

Sarah Miller of DAS has been asked to work with Cover Oregon. Barry Pack has been designated to be the acting Deputy Director. He has asked Matt Shelby, the communications person for the Chief Operating Officer's Office, to staff the work group for DAS.

Dahlgreen has been working very closely with John Borden to prepare for our second year of funding, including preparing to send a letter to the Chief Financial Office. She will communicate that we are fully committed to the workgroup process.

Our Cultural Competency Committee organized a visit to the Grand Ronde Library. A group of our staff was warmly welcomed by librarian Marion Mercier. They were given a tour as well as a presentation about Grand Ronde culture and history from Bobby Mercier. The visit was reported in *Smoke Signals*, their tribal newspaper. This is a great example of the activities in which the staff members are involved.

The Service Employees International Union (SEIU) sent a survey to our represented staff about their current feelings on the transformation. SEIU members Glen Stolburg (organizer), Len

Norwitz (senior political organizer), Alice LaViolette (steward), and Eugene Newbill (local president) shared the results with Dahlgreen at their last meeting. Dahlgreen is sharing the answers with the Board, without the detailed comments. The results included some surprises to the Union, and some surprises to Dahlgreen. It is important to note that most of the staff who took the survey answered that they believe the 41 transition recommendations are on the “mostly right track.” However, no one chose “very much right track.” The biggest concern among staff was “poor leadership/bad decisions.” However, the survey did not make it clear whether the question was referring to the State Library leadership, the union’s leadership, or even legislative leadership.

Dahlgreen was pleased that most people felt that their contributions were “heard and given due consideration.” No one had concerns about retaliation, which is very important. She understands why most staff chose to characterize management’s leadership during the transformation as “moderately ineffective,” since we have been in a difficult position, working with different organizations. Dahlgreen was also reasonably pleased with the “good” and “fair” characterization of morale in specific departments. The question about which department (if any) has been underrepresented in this process indicated that a number of people believe GRS has been underrepresented. Dahlgreen asked the stewards why a question about the union’s role in the process was not included in this survey. Apparently, such a question was supposed to be included, but it did not end up in the final survey. Dahlgreen was glad that people mainly either agreed about moving away from a team-based structure or needed more information.

There were some very good comments given for the question about the three most important things that need to be done to make OSL a 21st century library. Dahlgreen mentioned one comment that really stood out to her, which suggested that perhaps we should think of ourselves as a 21st century state agency that leads other libraries into the 21st century.

Hunter-Morton commented that choosing the option “need more information” is certainly the answer of a library worker, which strengthens her appreciation for library staff.

ALA’s National Library Legislative Day is May 6th in Washington, D.C. Dahlgreen will be attending with OLA members Abigail Elder from Beaverton City Library, Candice Watkins at Clatsop Community College and in-coming president of OLA, Sarah Charlton from Tillamook County Library, Jane Corry at Multnomah County Library who was asked to represent the Children’s Services Division, and Susan Stone, the past president of the Oregon Association of School Libraries. Rondema is scheduling the meetings with the legislators. Dahlgreen will give a report about her trip in June.

Bonebrake and Dahlgreen will be attending a training for small boards and commissions from the Governor’s Office of Executive Appointments, who have recently updated their training. An audit by the Secretary of State cited the need for additional training of and reporting by state board and commission chairs, members, and executive directors.

The Emergency Board (E-Board), the group that meets between sessions to make budget decisions, is meeting on May 30th. Dahlgreen said it would be valuable for Bonebrake to be present at the meeting.

Darci Hanning of Library Development has been working with eleven libraries on the Edge Initiative, which provides libraries with the opportunity to look at their technological needs. This initiative is led by the Urban Libraries Council and funded by the Gates Foundation. It will be rolled out nation-wide, beginning with a national sample. They gave us a list of eleven libraries, from very small to very large. Hanning ensured that all eleven libraries completed their reports.

It has been very difficult to find a fiscal agent for Answerland. Dahlgreen had a conversation with Todd Dunkelberg from Deschutes Public Library and Vailey Oehlke from Multnomah County Library. The current fiscal agent, Multnomah County Library, has agreed to be the fiscal agent for one more year. It will be difficult to find a fiscal agent until it is clear how Answerland will be funded. Dahlgreen will be convening a group of people who have fiscal responsibilities to decide how to move forward and discuss a viable model. The cost of Answerland is about \$300,000 a year, which covers two staff members, software, and funding the people who answer the questions after-hours. We need to determine what we can afford and what libraries are willing to pay.

Arlene Weible worked with the State Procurement Office and the Department of Justice to get the contract signed with Gale. We now have our databases for two more years.

Weible and Dahlgreen met with our partner libraries for the Federal Documents Depository Program, which are Oregon State University, Portland State University, and University of Oregon. It was a very valuable discussion.

The Digital Collection Program will take place on Friday morning at the OLA Conference. Also, IMLS (Institute of Museum and Library Services) may be holding a summit on nationwide digitization.

Arlene Weible, Jen Maurer, and Dahlgreen drove to Hermiston two weeks ago. Weible and Dahlgreen went to the Umatilla County Special Library District staff day to give presentations. Maurer went to La Grande to do a training on common core standards for the Oregon Department of Education.

The Oregon Battle of the Books state tournament occurred last Saturday, which was very enjoyable.

Colorado has withdrawn from the Plinkit Collaborative. The remaining states are participating in a pilot project to move to ESP, which is a Plinkit-like product, for only about \$20 per month. The smallest libraries will be moving to ESP over the next 18 months. Some of the communities need

something more robust. A number of libraries will be using their city or county website. The goal is to have Plinkit phased out by July 2015.

Talking Book and Braille Services (TBABS) has a new catalog interface, with the capacity to filter searches. There are a few glitches that we are straightening out.

The spring appeal letters for TBABS will go out today.

We had the volunteer appreciation event this morning. Robin Speer hosted this very successful event.

Harrison and Dahlgreen met with librarians from a number of executive agencies: Department of Transportation (ODOT), the Oregon State Hospital, Department of Geology and Mineral Industries (DOGAMI), and Oregon OSHA. The person from the Department of Forestry was unable to attend, but Dahlgreen will be meeting with them in the near future. The meeting was a great opportunity to begin talking with agency libraries and information centers and to discuss what projects we could be working on together, to support one another. These agencies are very interested in a portal. They also expressed concern about their historical collections. ODOT has their own librarian, whereas the State Hospital has someone who works in the library to connect the agency with state library services, such as document delivery and interlibrary loan. OSHA has a librarian as well. DOGAMI does not have a librarian, but they have many items to digitize. Forestry has hired a part-time librarian.

Harrison and Dahlgreen met with Liz Tice and Bonita Anderson of the Willamette Valley Genealogical Society (WVGS) to ask if they would consider repurposing the reference room and running it as a volunteer operation. Similar to the State Capitol or the museum at the State Hospital, the reference staff could be nearby to provide reference services. Our staff may not need to be at the desk all the time. It would be wonderful if the State Library was one of the stops for students who come to visit the State Capitol in spring. Bonebrake will be meeting with Tice to discuss this further. We have made it clear to WVGS that we value the partnership but can no longer fund it.

Bonebrake asked if there are any SEIU concerns. Dahlgreen clarified that volunteers would not be replacing paid staff, but we would repurpose the room into more of a community space for citizens to use. Another option is closing the room or using it for training.

Government Research Services has begun a pilot project with the Multnomah County Health Department, to allow them to access the technical information that they require to perform their jobs. Because we have contracts with database vendors, we can provide this service on a cost-recovery basis. They now have access to two databases, EBSCO (full-text) and SCOPUS (index). We are currently keeping track of the articles they would want to order, to determine the costs.

Bonebrake asked how this interfaces with the services we have been providing to them. Dahlgreen clarified that we have not been providing services to the Multnomah County Health Department, as they are not a state agency. One of their employees used to work for the state, so she knew about the State Library's services. They talked to Multnomah County Library and OHSU first, but they were not able to provide access. These research databases are very expensive. Hopefully, other counties will be interested as well.

Hunter-Morton was glad to hear that there is a focus on databases, so employees can do their own research with quality materials.

OPEN FORUM

No one was present to comment.

NEW BUSINESS

Vision Document of the Oregon State Library

Dahlgreen discussed the draft of the Vision Document. Some of the vision items may be goals, rather than higher arching visions. Dahlgreen is asking for endorsement from the Board for using this document as a starting place for the Oregon State Library's vision.

Bonebrake commented that we were working on the strategic plan. However, we keep hearing that our plan needs to be more visionary and include where the State Library is heading in the future. Dahlgreen received advice to be more proactive and visionary. A committee worked to develop this document, so this is supported as a core document going forward.

Hall agreed, and encouraged the other Board members to send in suggestions. Bonebrake contacted Senator Betsy Johnson, who basically said that she needs to see strong, forward-looking leadership in the library.

Hathaway-Marxer commented on Hall's valuable addition of adding language from the Oregon Revised Statutes about libraries.

Hall moved that the Board endorse the spirit and principles laid out in this vision statement. Hathaway-Marxer seconded the motion.

Miao clarified that this is a working document and had a question about the core purpose. The core purpose, "to organize and provide information," strikes him as a purpose from the past. He asked to what end do we organize and provide information. He sees this as a function without a purpose. Miao prefers the State Library's role providing support and funding for innovation in all types of libraries and requiring rigorous evaluation of that innovation; to help other libraries, not just existing as a repository of information or books. Miao doesn't think we are stating a purpose in this statement.

Hall suggested a phrase such as "providing useful information for the people of Oregon."

Miao mentioned that libraries are focusing more on literacy and building the workforce. He wants to know how we will measure this and how will we know when we have achieved it. Miao feels that we may have several, very distinct purposes.

Dahlgreen disagrees, and feels that a core purpose does not change with technology or dealing with new customers. Every person in this library organizes and provides information.

Miao feels that this is a core function, and that the end we achieve is what the purpose should be.

Bell likes keeping the statement open-ended, without specifying what the information is for. But she favors the idea of modernizing the statement to mention different types of information so people will think beyond repository: "...to organize and provide literacy, digital, technical, and printed information."

Bonebrake feels that specifying the types of information is dangerous as well.

Dahlgreen based this statement on Jim Collins' book, *Good to Great*, which suggests that the purpose of a business is to guide and inspire. The core purpose of Disney is to make people happy.

Bonebrake said the point of this statement is to be as accurate, broad, and pure as possible.

Hall suggested that if someone questions the statement, we should show them the legislative findings, which mention that informed citizens are necessary for democracy.

Bonebrake said it forces people to think about what this means and how we provide this. It forces people to think more fundamentally.

Hathaway-Marxer commented on the second sentence, "[t]his has not changed since 1905 and shouldn't..." and felt that the sentence would be better without the word "shouldn't."

Dahlgreen will remove the word "shouldn't" from the core purpose statement.

Miao does not feel that the books provided by TBABS provide information to the patrons, but that they are for enjoyment.

Hathaway-Marxer stated that the sentence does not speak to the joy of reading.

Hunter-Morton said that art is information, as it is a person's whole experience of the world.

Hall suggested that the Board members send thoughts and suggestions to Dahlgreen.

Bonebrake said that we will use this vision document when they go before the E-Board. She believes that being very specific is not a good idea, but she agrees with changing the second sentence to be positive. She encouraged the Board members to adopt this as the vision statement, including the changes.

Dahlgreen commented that we have been trying to explain ourselves using many words and it has not worked. We need something that says what we do. We have functions, goals, objectives, etc. She is concerned that if we keep adding words, we will find ourselves in the same situation.

She believes that a core purpose is short and to the point, stating what we were put on this earth to do.

Bonebrake and Hall agree. Hall restated his motion for the Board to endorse this vision statement.

The motion passed with one objection from Miao.

2015-17 Budget Development Process

Range reviewed the budget process with the Board, discussing three different timelines of important events: Legislative Concepts, Key Performance Measures, and Budget Development.

Legislative concepts for agencies involve creating a bill in order to make any statutory changes. The timeline shows the dates by which we would need to submit drafts to the Chief Financial Officer's (CFO) Office. They provide information back to us. In July, we would submit placeholder language to them. The final day to request revisions is October 10th. On December 12th, the bills need to be filed with the Governor's approval.

Dahlgreen clarified that this is a different timeline than bills that come from the Legislative Workgroup.

Key Performance Measures (KPMs) run in tandem with the budget process. During our budget hearing, we will talk about our key performance measures and make changes. There are a number of performance measures that we may want to continue to track internally to help us tell our story. But these might not necessarily be ideal for key performance measures that we report to the Legislature.

At the end of April, we need to submit our request for changes to our key performance measures. The Department of Administrative Services (DAS) and the Legislative Fiscal Office (LFO) will provide us with feedback. These measures may need to change depending on the results of the Legislative work group.

Miao asked how we know what key performance measures to continue or request if we don't yet know what the State Library will be doing.

Range commented that we have some idea as to what the State Library will continue to do and what we will change, such as Plinkit or the Ready to Read grant program. We also have a report from a few years ago about key performance measures from a Willamette University graduate student, which focuses more on outcomes rather than outputs. We are hopeful that our key performance measures will conform to this model.

Range spoke with our Legislative Fiscal Analyst, John Borden, who said that now is a good time to suggest changes to our KPMs. We will submit our proposal to eliminate the KPMs we think are no longer useful, and to add or maintain those that are important to us, explaining our reasoning. Managers have been asked to come up with the changes and numbers for the new key performance measures. Once we submit these, there will be an opportunity to work with CFO and LFO to make sure their questions are answered. This will be officially submitted with our agency request budget, which will go through the Governor and then the Legislature.

The final process involves entering the actual numbers into the system. The current service level is our current budget plus inflation.

Bonebrake had a concern that someone could claim that we haven't responded to the recommended changes, because our budget does not reflect any changes. But this is normal for agencies, as we are just following the process. On one side of the budget, we will be moving forward as if nothing is changing. But on the other side, we are aware that there will be changes as a result of the Legislative committee.

Hathaway-Marxer asked if the budget reflects our inability to fill our two current vacancies. This budget just includes the numbers. The Board budget committee will determine what we need to ask for in our budget.

The only two policy option packages we are considering this time are Reimaging Ready to Read and moving the TBABS State Library Specialist 1 position from donation funds to general fund. Agencies are allowed to ask for their current amount plus 20%.

This process will include the program funding teams, similar to last year, but the membership will not be made from the general public. They plan to get people working in agencies to work together.

Hall volunteered to be the chair of the Board Budget Committee. The committee consists of Hall, Bonebrake, Hathaway-Marxer, and Bell. **Hathaway-Marxer moved to have staff representation from each team on the Committee. Hunter-Morton seconded. The motion passed unanimously.**

Transfer of the Oregon Center for the Book to Oregon Humanities

We have been in discussion with Oregon Humanities, who have expressed interest in Oregon Center for the Book. They are still talking with their Board about this.

Oregon Poetry Association is working with Special Collections at the University of Oregon about moving the poetry collection.

Recommendation from Reimagining Ready to Read Task Force

The Board packet contains the proposed changes to the Ready to Read Program, which Katie Anderson of Library Development presented. Westin gave credit to Anderson for bringing together a group of 12 people in three months and developing these recommendations. Some of the highlights include increasing the age limit to 17, developing school-age projects, creating two or three preset outcomes for libraries, increasing minimum grant amount from \$1,000 to \$1,200, and changing the name of the grant.

Anderson explained that they sent out a rough draft of these changes to the library community, including library directors and key stakeholders. They collected their feedback via survey. The committee then made another round of changes to produce this draft.

In the packet are the new grant application guidelines. We are trying to be more mindful of the monies. Therefore, we are requesting an annual report before giving out the money. Anderson

went through page 63 and brought up questions about what the statute would look like after these changes.

Hunter-Morton commented that the idea of funding early literacy has been a very persuasive argument, and she was concerned that the age increase might make it harder to convince legislators and funders to support this program.

Anderson said the committee discussed this. Libraries still have the option of putting all their money toward early literacy. Research shows that one third of the achievement gap is caused by unequal access to early learning opportunities, and two-thirds is caused by unequal access to out-of-school time programs. The effects of out-of-school time are beginning to gain national recognition.

Bonebrake added that numerous foundations are focusing on a wider range of ages to cover children after school.

Hall commented that these changes are beneficial because school librarians are no longer a usable resource. The library can help older kids outside of school.

The Legislature did not approve the age increase in the past, but Westin said we did not have a complete plan to present to them. Westin feels more comfortable with these recommendations because the school-age projects will allow libraries to address the higher age.

Hall mentioned that Anderson and the entire group were amazing. Bonebrake commended the group and the incredible work they accomplished.

Dahlgreen said that there is some concern, especially among the smaller, rural libraries, about the reporting requirements and having to focus on outcomes. So Anderson has been doing a Ready to Read Road Show by visiting various libraries to chat about the program.

Since we anticipated this concern, we have been practicing with the current Ready to Read grant program. Anderson has conducted outcome-based evaluation training, she has created her own Ready to Read-specific training, and we will continue to do trainings. With the two or three specific outcomes that are being requested, it will be easier for Anderson to provide support to the libraries.

Anderson explained that at the end of the year, after the libraries have implemented their projects, they fill out a report, including questions about whether or not they have met the three outcomes. The governor's 40-40-20 goals focus on the underserved kids, who are suffering the most from the achievement gap. One of the questions in the report asks which group of underserved kids the library serve will serve, what organization it will partner with to reach them, and what activity the library will do to engage these children. This will allow us to align with the state level education goals. The committee also agreed to classify those who read below grade level as underserved.

Hall moved to approve the recommendation from the Reimagining Ready to Read Task Force. Miao seconded. Miao asked about the phrase "a love of literacy." There was a lot of debate within the committee whether or not to define "literacy." **The motion passed unanimously.**

The Board discussed the name change. Bell and Hunter-Morton liked *Readers to Leaders*. Bonebrake liked that it speaks to older kids. Hathaway-Marxer had a concern about the term “leaders.”

Westin reminded the Board that this is the name that the Legislators will see. Dahlgreen clarified that the teenagers will not see this name.

Reading for Success was discussed as a very good name, as everyone wants their kids to be successful.

Hall moved to change the name to *Reading for Success*. Hathaway-Marxer seconded. The motion passed with two oppositions from Bell and Hunter-Morton.

Dahlgreen commented that we are the luckiest state library in the United States to have Anderson as Youth Services Librarian, as she is phenomenal. Bonebrake expressed her thanks and talked about how successful this project has been.

PLANS FOR NEXT MEETING

The next Board meeting is scheduled for Friday, June 20th at the Monroe Community Library in Benton County, which opened last year. Board members can stay in Corvallis.

Remaining 2014 Board meetings:

- June 20th at the Monroe Community Library in Benton County
- August 15th at the Driftwood Public Library in Lincoln City
- October 17th in the Oregon State Library in Salem
- December 11th and 12th at the University of Portland

The meeting adjourned at 4:27 p.m.

ACTION ITEMS

- Dahlgreen will adjust the wording in the core purpose statement in the vision document to make it positive.