

OREGON STATE LIBRARY BOARD OF TRUSTEES MEETING  
September 26, 2014  
Oregon State Library  
Salem, OR

Members present: Aletha Bonebrake, Chair, Sam Hall, Ismoon Hunter-Morton, Ebonee Bell, Susan Hathaway-Marxer

Staff present: MaryKay Dahlgreen, State Librarian, Robin Speer, Shawn Range, Margie Harrison, Susan Westin

Guests present: John Borden, Legislative fiscal office, Holly Valkama, Coraggio Group

Aletha Bonebrake, Chair called the meeting to order at 10:00 a.m. Roll call results: Hall, Hunter-Morton, Hathaway-Marxer, and Bonebrake were present. Bell joined a short time later. Chair declared a quorum present.

#### **VISION, MISSION, ROLE OF VALUE AND REPUTATION**

Westin presented the *Vision* and the *Mission* for the State Library. Two changes in the mission were to re-arrange the words to place “print-disabled” after “Oregonians who are” and to add a comma in vision after “communities.”

Range presented the *Core Values*. One change to add a comma after “academic.”

Harrison presented the *Reputation* with no changes.

Dahlgreen presented staff additions to the SWOT (Strengths, Weakness, Opportunities, Threats) activity completed by the Board. Staff comments were read aloud. Staff and management held interesting discussions about the role of value especially how we connect roles with the mission.

The Board had a discussion about why there is a date attached to the strategic plan that seems to end 2017. The plan will be revisited every year and changes may occur. A decision was made to remove the date and leave it as *Oregon State Library Strategic Plan*.

Holly Valkama, consultant from the Corragio Group, indicated that part of the strategic planning includes imperatives (what) and objectives (tracking actions). She also presented ways to implement one year plans by developing initiatives and action steps.

There was discussion about cost of a new communication plan – there is concern that there will not be funds budgeted to accomplish objectives. Dahlgreen explained that

with the new mission and vision, resources will be refocused to accomplish objectives of the strategic plan over the next few biennium. The Board asked to have as much information as possible before the October meeting Dahlgreen and Range have been meeting regularly with the our Governor's policy advisor, DAS, and other decision makers to educate them on what we do and how we relate to other state agencies, especially in relation to budgets. There will be more conversations including input from state agencies. Outcomes of these meetings will be helpful information for the legislature.

## **STRATEGIC IMPERATIVES AND OBJECTIVES**

Dahlgreen reported that managers have been meeting to build strategic imperatives: what must be accomplished, what are highest priorities, and how that will work.

Statements created:

- Provide high value for our customers
- Build the Brand: needing to build State Library value, build better communication skills
- Partnerships
- Staff: cultivate strengths, build on strengths, nurture culture, address issues that are not supporting our new direction, continuous improvement training

### **Strategic Imperatives:**

1. Focus on the Customer
2. Build Awareness of the State Library
3. Cultivate Staff Strengths
4. Enhance Partnerships

**Objectives:** how do we measure our progress? First step is to build structure for delivering value to our customers.

### **Focus on the Customer** – identify customers and their needs first

1. Survey
2. Utilization of services by targeted customer segments
3. Improvement in cost per core service
4. Clarify our scope of services

### **Build Awareness of the State Library** – need to start at base level

1. Conduct a brand audit (reputation) – experience/conception needs to be enduring and consistent (change the word “brand” to “reputation”)
2. Create a communication plan – look into a possibility of partnering with another agency or university that already has a framework of a good communication plan (contact DAS to look for a resource internally). Potentially establish a

committee of a member from DAS, another agency, an intern, etc. to work on a communication plan.

### **Cultivate Staff Strengths**

1. Percentage of employees that have achieved at least xx% of their PDP goals – engage staff in their professional development to be able to improve their job performance (include in performance evaluation). The Board had a discussion about the difference between professional development goal and personal career goal, who defines the differences and how it relates to performance. Additional areas to measure are: how well is management supporting staff professional growth, how does management help staff become better at their job, and how are these areas measured? The Board decided to let Valkama and Dahlgreen craft new language with these thoughts in mind.
2. 100% of job descriptions are current – includes refocusing to meet our mission, and review of job descriptions on an annual bases during the performance evaluation process.

### **Enhance Partnerships**

1. Reduce duplication, overlap, and fragmentation with other state agency services
2. Expand access or reach as measured by xxx

## **ORGANIZATIONAL VALUES**

Valkama explained the work done so far to establish core values in the State Library's culture. Management has engaged all staff in the process. Good values really get drawn upon during challenging times. Staff was asked to identify an event that was in a challenging time and an event that went well. Then they were asked to identify values that these events demonstrated. The information was assimilated into six words or phrases to establish a common understanding of what was intended. Values and behaviors demonstrate the culture of the agency. Staff then was asked to decide what each value looks like, sounds like, and feels like. The level of engagement by the staff was high.

These are the six words or phrases that were considered:

1. Dedication - pride, perseverance, commitment
2. Professionalism - personal integrity, accountability, high standards, transparency, respect for individuality
3. Customer service - innovation, empowering users, 2-way communication, responsiveness
4. Open to opportunity - adaptability, leveraging unique resources, being resourceful, flexibility
5. Personal leadership - initiative, proactive leadership

6. Community - it's not just about me, compromise, cooperation, win-win, teamwork, collaboration, camaraderie

Today, management and Valkama will meet with the staff to take one more over-all look at the results and make comments. Management will finalize the core values.

The Board discussed clarification of the following two statements:

- role of value - is what we do
- core values - is what we need to have to get it done.

Board decided to change the "Role of Value" to "Unique Role" and move the Unique Role section above Core Values section of the strategic plan document.

## **STRATEGIC PLAN ADOPTION**

Hathaway-Marxer moved to adopt the outline for structure for the State Library Strategic Plan as presented with changes captured from today's discussions. Bell seconded. Motion was approved unanimously.

The Board would like to see the progress and suggestions on the strategic plan at each future board meeting. The Board would like to hear suggestions on how they can be supportive or things they can do to help. Ideas are:

- The Board to become advisors to imperatives
- Identify initiatives that the Board can do to support the strategic plan
- Learn how the Board can promote and participate in the process
- Participate in appropriate training opportunities
- Learn how to build awareness of the State Library Board

The Board discussed becoming more active in communicating with the state legislature. They will develop an initiative regarding the Board's role in the process. A possible resource is communicating with other Governor's Boards about their role in governing. The Board would like to see an action plan under communication. After the strategic plan is finalized, the Board will discuss the next steps to help the State Library move forward. There was concern about receiving input from staff since the Board members no longer meet with individual divisions. Through the process of defining and redefining roles, ideas will be considered such as reports from each division at the Board meeting as a way to interact with staff.

## **OPEN FORUM**

Letters from constituents regarding the access to materials in the history collection and the closing of the reference room were summarized by Bonebrake. Sandy Thompson from Bend, Oregon, letter dated September 22, 2014, voiced concerns on two issues: the

lack of keeping public access a priority, and transferring the Oregon historical collections to the Oregon Historical Society. She recommends the Board endorse requesting \$100,000 in general funds for 15-17 biennium from the Legislature to keep the reference room open and retain the collections at the State Library.

Tamara Goesch, letter dated September 21, 2014, voiced concerns about keeping the reference room open for public research of the Oregon State Library collections. She is concerned that the State Library mission has changed over time without appropriate public input.

Dahlgreen reported that she spoke with the executive director and library director of the Oregon Historical Society about a possible satellite location to provide access to historical collections at the State Library. More meetings are needed. A proposal to the Board will be explored about who our customers are and what the state needs in regards to access to historical collections.

Bonebrake will respond to the letters with information. Bonebrake will send copies of the responses to the Board.

## **TEMPORARY RULE ADOPTION**

Re: Administrative Rule 543-010-0025 Hours of Service.

On August 8, 2014 a notice was posted on the State Library website <http://oregon.gov/osl> announcing the closure of the reference room on October 1, 2014. This action is part of the reorganization process the State Library has been directed to do by the legislature. A temporary rule adoption is to replace specific time schedule language that says "The State Library Board authorizes the State Librarian to set times for public access to materials and services. Schedules will be available to the public in a State Library policy." The justification for the temporary rule adoption is to provide time, 180 days, to move through the process to make a permanent rule change.

Dahlgreen explained the new temporary process for public access to collections after October 1, 2014 will be by phone, e-mail, and week days from 1:00 to 4:00 in-person access at the Administration desk in room 203.

Dahlgreen reported that the Willamette Valley Genealogical Society (WVGS) is working on an agreement with Salem Public Library for moving their collection to that location. The Speaker of the House wrote to Dahlgreen about her concerns and Dahlgreen has responded with an explanation and information to her office, the Senate President's office, and the Governor's office.

Hall moved to approve the temporary rule adoption as proposed. Hathaway-Marxer seconded. Motion was approved unanimously.

#### **NEXT MEETING**

The October 17, 2014 Board meeting is at the State Library. The December Board meeting was changed to December 5, 2014 at the State Library.

Meeting adjourned at 12:37 pm.