

Report of the District Liaison Committee Conversations with Stakeholders

Building on the success of a joint Fall Conference October 3, 2008, the three District Executive Boards, at the urging of the Consultants, formed the Regional District Liaison Committee (DLC) in November, 2008 to look at library issues on a statewide basis. The committee is composed of all three District Consultants, 2 members of each district's board and the Acting State Librarian. Additionally, the committee members represent all library types-academic, public, school and special libraries.

The DLC focused on exploring how library service is delivered in the State of Maine and on how to work together to improve cooperation and resources. When the Commission announced plans to evaluate the mission of the state library, this committee offered to help with information gathering. It was our intention to provide the Commission with a "state of libraries" report.

The committee held a series of meetings with representatives from the major stakeholder groups across the state asking a series of questions about their organizations and their relationships in the Maine library community. The following is a list of these organizations:

- Maine Library Association (MLA)
- Maine Association of School Libraries (MASL)
- Friends of Maine Libraries (FOML)
- Maine Library Trustee Association (MLTA)
- Minerva
- Maine Infonet
- Health Sciences Libraries and Information Centers (HSLIC)
- University of Maine, Augusta

The group also asked for input from Sylvia Norton, School Library/Technology Planning Coordinator and the three District Consultants. The list of questions asked and the synopses from the meetings with the listed groups and Sylvia Norton are attached to the end of this report. Since the Consultants were an integral part of the committee and had ample opportunity to tell us what their concerns were, we did not include a separate report from them.

We believe that strong Maine libraries are an absolute necessity for success in all areas of life in the twenty-first century. We are confident that together, with all Maine library stakeholders, we can continue to provide excellent library service to the people of Maine with the Maine Library Commission and the Maine State Library leading the way.

The State of Libraries in Maine in 2009:

The stakeholders first discussed the strengths of the individual organizations and the connections with Maine State Library. All the stakeholders cited the dedication of individuals in the library communities as a major strength in Maine libraries. The District Consultants' expertise was praised by many of the stakeholders who rely on them for assistance and guidance. Resource-sharing services such as MARVEL, inter-library loan or professional development opportunities were highly valued, and a strength cited by nearly the entire group.

Overwhelmingly, we heard from every group that a major need for libraries in Maine is **Advocacy**. Libraries need advocates in positions of authority who can make a strong case for exceptional library service in the state and make procuring funding for all libraries a priority. Libraries also need **training to become advocates** for themselves with their local funders, whether Town governments, school districts, corporate boards or private firms. Library Boards need to be informed that their role is that of **Advocate**, as well as overseer.

Funding is another high priority need in the state of Maine. Libraries of all types are worried about their local funding being cut, especially as endowments have taken a hit in the stock market. Public, school and special librarians want to see **state funding** for statewide van delivery and continued state support for and, possible expansion of, the MARVEL databases. Additionally, stakeholders feel that all libraries need to be looking for ways to **coordinate services and integrate systems**. By working together, we will be able to offer better resources in a more cost-effective way.

Stakeholders felt that ineffective **communication tools** hamper members of the library community. We heard that MELIBS is not an effective means of communication because there is too much 'chatter' on it. There was no consensus on how to address this issue except to use as many methods of communication as possible. While many members of the library community are technologically savvy, there are areas where Internet connections are slow or the resources are simply unavailable. Many felt that face-to-face connections were most helpful offering a more personal way to connect.

Mentoring can cut down on the feeling of isolation many small libraries have and foster communication as well. There was a strong desire on the part of the stakeholders to participate in mentoring and e-consulting as well as traditional professional development opportunities. Once again, the need for leadership from an authority was emphasized. The District Consultants were praised for their work but concern was expressed that there are too few Consultants for the size of the state and that there is not enough financial support for the Consultants to get their jobs done well.

The need for **long range strategic planning** was mentioned in several of our conversations. Most of the library stakeholders have no long range plan or are in the planning process. As conversations evolved, it became clear that every organization was wrestling with similar issues of how to provide superior service to our constituents in a state with many economic, geographic and technological disparities.

Recommendations from the District Liaison Committee (DLC):

Libraries of all types are looking to Maine State Library and the Library Commission to **be leaders**. Based on our conversations with stakeholders Maine State Library and the Library Commission must accept this mantle and lead.

All of the stakeholders were open to the idea of developing a **long range strategic plan for the State**. Each organization could then tie their own planning to the larger vision thereby increasing the likelihood of success for all of us. This planning will also need to address the issue of local control which is a daunting but necessary task. Such planning is the key to addressing the information needs of Mainers.

An organizational model needs to be addressed along with the strategic plan. As we spoke with the stakeholders, it became clear that there may be misconceptions about how each group is related to the other. Maine InfoNet, Minerva, SOLAR and MaineCat often blur into one group in some circumstances but are considered individual entities in others. If we can't keep it straight, how can others outside of the library community do it?

It is necessary that the variety of entities that are referred to as "libraries" be examined. Some **enforceable standards** must be applied to public, academic and school libraries. For example, minimum standards for public libraries might include:

- Be open for service not less than 15 hours per week
- Employ a library director for at least 15 hours per week
- Minimum of 7500 items
- Minimum local expenditure of a certain amount based on service area, population, municipal budget, etc. (to be determined)
- Must submit an annual report to be eligible for MSLN connectivity
- Must subscribe to MEINFO

Currently, the School/Library Technology Planning Coordinator is also the state E-rate Coordinator for Schools. (This is a problem in and of itself, since these are two distinct jobs.) She reports to the Department of Education rather than the Maine State Library as the other District Consultants do. This creates a myriad of difficulties for schools and libraries alike. There needs to be some firmer connection between the school library communities and the rest of the libraries in the state. There should also be more **interaction between the Library Commission and the Department of Education**. There should be updated standards for quality K-12 libraries.

We believe that special libraries (hospital, business, etc.) should be held accountable to, and afforded the resources to meet the standards of their governing bodies or associations. Enforcing such standards may be beyond the purview of the Commission but a strong statement encouraging Maine's special library communities to aspire to professional standards will do much to signal the Commission's desire to ensure the success and viability of all libraries in Maine.

It is imperative that the legislature be made aware of the need for **state funding for libraries**. Nothing can happen without a legislative commitment to libraries. The Library Commission needs to connect with influential legislators to **advocate** for Maine libraries. Libraries are not represented in the Governor's Cabinet. This may be a place to begin. The stakeholder groups can assist in this effort but there should be one message being communicated by all.

Perhaps, a **reorganization of staff** at Maine Regional Library System may be in order. Some discussion about the size of the library districts in Maine must take place. Perhaps an additional Consultant or two would be warranted. Perhaps the Consultants should focus on areas of expertise rather than geographic boundaries-i.e. Youth Consultant; Adult Consultant; Technology Consultant, etc. Regardless of the specifics, more money must be allocated to the Consultant model of service. If we expect the Consultants to be the face of Maine State Libraries, they must have the resources to get to their constituents and then do something once they get there.

Finally, if Maine State Library and the Library Commission are the leaders in libraries for the state, we must **fund continuing education through MSL**. The only way to enforce standards and to bring small organizations along is to educate them. The only way to guarantee that those involved receive the education is to support them. Maine State Library and the Library Commission have the support of the stakeholders we have interviewed.

In conclusion, there is great energy and excitement about banding together in a more cohesive way to further all of our missions but it is up to the Maine Library Commission and Maine State Library to move boldly ahead.

Respectfully submitted by the Regional District Liaison Committee:

NMLD- Valerie Osborne, Consultant

Anna Carr, Vice-chair NMLD Executive Board

Marianne Thibodeau, Chair NMLD Executive Board

CMLD- Stephanie Zurinski, Consultant

Susan M. Preece, Chair CMLD Executive Board

Pam Bonney, Treasurer CMLD Executive Board

SMLD- Shirley Helfrich, Consultant

Susan Trent, Chair SMLD Executive Board

Janet Cowen, Vice-chair, SMLD Executive Board

Linda Lord, Acting State Librarian

Stakeholder Questions:

1. What are the major strengths that you see in your organization as it exists today?
2. What does your group think are the major challenges facing us now?
3. What ideas does your organization have for improving its member libraries?
4. What suggestions do you have for achieving this vision?
5. Do you have any thoughts on how all our organizations can work together more efficiently in the future?
6. How can the Maine State Library best support libraries in Maine / your type of library (school, public, college, special) in these times of financial difficulty?
7. It seems that Maine has, on the one hand some extremely sophisticated resource sharing opportunities (Marvel, ILL and van delivery services) and on the other hand, some incredibly small and insular little pockets of library services with no paid staff, catalogs or even a system for patrons to borrow books. How can we provide appropriate service in this environment so that we do not become a state where good libraries depend on where one lives?
8. What are your group's top 3 goals for Maine libraries in order of importance?
9. What does your organization need?
10. Does your organization have a long range plan?

**REPORTS FROM MEETINGS CONDUCTED FROM
January, 2009-April, 2009:**

**DLC Meeting: 2/12/09
Maine Library Association**

Molly Larson, chairperson of the Maine Library Association (MLA) spoke with the District Liaison Committee on February 12, 2009.

A major challenge facing MLA is a lack of institutional memory among the officers due to a bylaws change. There also needs to be a stronger commitment by members to join the leadership and committees.

To foster improvements in member libraries, MLA wants to see more partnering to offer CE opportunities. Everyone needs more experience and education in advocacy. Branding is important and raising your profile. Investing in your staff and offering them educational opportunities. Championing the importance of professional development for you and your staff to funders

To achieve some of this vision, MLA would like to use the association to write letters on behalf of colleagues who are being refused time to attend conference and other CE opportunities

MELIBS is an ineffective tool for communication – too much traffic. Academics don't really look at MELIBs. MLA did have a good response from academics at the last conference. Small colleges especially liked the idea of a venue to meet together

MLA values the state library's consultant program. It helps to disseminate information geographically across the state.

MLA's goals are:

Financial support

Professional development and training;

Moral support, information and referral; support network, mentoring

DLC Meeting: 2/12/09
Maine Association of School Libraries

Maine Association of School Libraries (MASL) Chairperson Jeff Small, Library Media Specialist at Cony High School in Augusta, spoke to the Library District Liaison Committee on February 12, 2009.

He views one of the major strengths of MASL as the fact that the organization maintains contact with and sends representative to meetings and conferences of the American Library Association, American Association of School Librarians, and New England School Library Association. Another strength is that membership is increasing, with a broad representation of school library media specialist working in schools serving students in grades k-12.

The major challenge for school librarians is advocacy. They need to get out of the office and promote their program. "Branding" the organization with logos on shirts, tote bags, etc. to raise MASL's profile is another challenge. School librarians can be isolated due to the rigid schedule of the school day; therefore we need to explore ways to communicate with them when they can't get away. An issue facing school librarians is finding ways to ensure that school boards see the library as equally important as the sports program, and that school boards understand that a strong library can contribute to the academic reputation of the school. School librarians need a source of moral support, professional advice, etc.

In order to achieve improvements for school librarians MASL is working on several initiatives. A new edition of the School Librarian's Handbook, a source of contacts, job descriptions, and other useful information will soon be available online. A public relations plan is needed to show that school libraries are a valuable service. One example of a public relations project is MASL's Spring Fling meeting in May which will encourage school library media specialists to bring a teacher with them to the meeting.

Collaboration opportunities with other library organizations should be investigated and encouraged. The various library organizations in Maine could work together on such things as funding and continuing education. Perhaps the directors of all library organizations could gather for a retreat.

Jeff stated that the Maine State Library is the leader in the state's library world. As such it should provide information on new, cutting edge technologies, do more conference presentations, grant writing workshops, etc.

MASL's goals are as follows:

Membership: Provide quality service to them to justify membership in the organization.

Conference: Work on making it a comfortable experience.

Public relations: Get school library media specialists out of the library, get to know their principal, promote their program.

DLC Meeting: 2/25/09
Friends of Maine Libraries

John Clarke representing the Friends of Maine Libraries addressed the major strengths in the FOML organization as creative, involved people. He cited the good feedback on the conference that was held last fall. Major challenges facing FOML are finding enough people to devote the time necessary – FOML doesn't have a full slate for the Executive Committee. Those who are involved have been involved for a very long time. There is a need for new blood.

"Not enough librarians in the state are thinking like entrepreneurs," John stated when asked about suggestions for improving Maine libraries. He suggested that libraries need to some comprehensive collection development across the state recognizing that we are a part of a really good ILL network. Librarians need to think of the library as a "hardware store not an antique store."

When asked about how all our organizations can work together more efficiently in the future Clarke felt that the informal networks of library to library support is a huge benefit. He cited the fact that many MELIBS members are on Facebook.

Maine State Library can best support libraries in Maine by arranging for a couple of retired librarians to visit every library and fix what they can and report what they can't. According to Clarke, lots of libraries don't trust the state library anymore because they never see anyone from MSL (especially the small libraries – one man shows without regular hours and school libraries.) Face to face contact is important.

With regard to our question about how can we provide appropriate service so that we do not become a state where good libraries depend on where one lives, John commented that FOML would like to see open source software explored for a statewide catalog. Additionally he felt that more cooperative efforts, even 3 or 4 libraries in local areas working together would be helpful.

FOML's top three goals are: mentoring, which cuts down on isolation especially in smaller libraries; encourage more marketing in libraries and more communication with funders; encourage librarians to get out of the library and be seen as a force in the community.

FOML's needs are new blood and getting more and younger people involved in FOML. Many Friends groups have wonderful representation in the senior population but Friends groups need to represent everyone and need young people and young families to become involved.

In answer to the question, "Does your organization have a long range plan?" John responded that FOML does not—they are just trying to survive.

DLC Meeting: 2/25/09
Maine Library Trustee Association

On February 25, 2009 Steve Nichols from the Maine Library Trustee Association met with us to answer our questions about the organization he represents. Our goal was to get some ideas and comments about the present conditions of Maine libraries and preparation for their future from the perspective of library trustees. The Maine Library Trustee Association is a subcommittee of the Maine Library Association. Below is a summary of Mr. Nichols ideas and comments from this interview:

The major strengths of this organization are a good bank account and the tongue in cheek statement, that they have "...a president for life." Another strength is that this organization publishes a Trustees Handbook which has steady sales.

Comment: In general, the trustees of small libraries are very provincial, wanting to help their own library but no further.

The major challenges for us are financial, how to keep libraries open in our present economic conditions

The Maine Library Trustee Association is not in a position at this time to help improve its member libraries. There is potential for good strong advocacy at the State level but many trustees don't see their role extending beyond their own community.

To make improvements to libraries, trustees need to be educated as to their role, particularly to not interfere in Director's jobs. Communication with all the trustees across the state is a problem. The trustee listserv is a good idea but is not working. Informal regional group meetings help improve libraries.

Our organizations can work together more efficiently in the future by participating in district council meetings. Maybe we should offer buttons, pins or merit badges as recognition.

The Maine State Library can best support libraries in Maine by fostering better communication between libraries of all sizes.

We need to recognize that there is a lot in small libraries that we cannot change. Some boards and directors are "steeped in concrete".

Mr. Nichol's top three goals for this association are improved communication, pushing innovative practices to make libraries more attractive and selling the libraries to their own communities.

The Maine Library Trustees Association needs more excitement and a better more organized membership. Mr. Nichols is very happy with the support from the consultants.

This organization does not have a long range plan.

DLC Meeting: 2/12/09
Minerva

The District Liaison Committee spoke with Pam Turner, Chair of the Minerva User's Group. From the Minerva member's perspective, quality communication is a major challenge. People are bombarded with information. Another major challenge is improving resource sharing (van delivery). Alternative funding for the van delivery service needs to be secured possibly through getting Maine InfoNet 501c3 status so that the organization can write grants. Minerva members prefer to have the legislature fully fund the van delivery service.

Minerva members feel that the Maine State Library can best support libraries in Maine by making more consultants are available or perhaps through a virtual consulting service. Also, if MSL could find the funding to get all Maine libraries on van delivery as well as, continue to support Marvel, Maine InfoNet, and ILL.

Minerva's Goals:

Streamline communication

Distribution/resource sharing- include more people and ways to pay

Foster camaraderie between Solar, URSUS, Minerva, Maine Infonet – it's going in the right direction.

**DLC Meeting: 1/5/09 and follow-up 4/2/09 *
InfoNet**

James Jackson Sanborn, Executive Director of Maine InfoNet, discussed the strengths of InfoNet . A strength is the fact that it is one of the only multi-type library organizations with statewide membership from school, public, academic and special libraries. Another strength he cited is the dedication and support of great people all over the state from the staff, to the member libraries, to the consultants and the members of the many library organizations represented in InfoNet.

Challenges facing InfoNet include several surrounding staffing. In many places, for a network of our size, there would be double the staff that we have in Maine (if we were at full capacity staffing!) “We have too many great ideas and not enough hours to implement them.” InfoNet also faces the real challenge of digging out from under the backlog of work left from running without one full-time staff member for close to a year and the more recent loss of another staff member. Another challenge is vendor reliability in this economic climate. A third challenge harkens back to the size of the staff and is that of keeping up with and being able to react to new technologies. The diversity of the groups within the InfoNet umbrella (Minerva, URSUA, SOLAR and MaineCat and having different funding streams, employers and staff in various locations adds to the complications faced by InfoNet.

Sanborn has located a set of offices in one place to house the Infonet staff, arranged jobs by characteristics, and reorganized staff by duties rather than system (i.e. Minerva, URSUS,) as a way to improve service to member libraries. This reorganization may allow for the implementation of new programs such as the OverDrive audio book project.

Given the financial set-up of InfoNet and the economic climate, there are many uncertainties including State and University funding levels. There is significant increased demand for service and currently, at least one open State position. InfoNet is exploring getting 501c3 status to ease funding challenges and allow InfoNet to pursue grants to support and expand InfoNet services.

Marvel resources are well used but again there is still funding stress. For future versions of Marvel it might be possible to include some pay per use databases or offer enhanced service for a fee in a tiered fee structure possibly like the downloadable book project where 131 libraries joined for a fee based on population size.

These improvements may require additional staff or perhaps changing one of the existing position to that of “social network development” (not Facebook) but a way to offer coordinated training and consulting with local “expert” groups. This online mentoring may enable better use of staff time and create a stronger buy-in from member libraries.

InfoNet’s perspective on a statewide ILS is that one system is not feasible for every library. The best model might be a number of consortia systems that feed directly into MaineCat. The consortium could be organized by library type or region. Open Source software like KOHA or Evergreen may be the best direction to go.

The District Liaison Committee had concerns that the ILL system through Minerva might collapse under its own weight. James indicated that there are technological ways to throttle back ILL but asked if we really wanted to go this way? Most of us want access to more material by more people.

When asked about what MSL could do to support InfoNet, Sanborn replied that they really are a part of one another. MSL needs to continue to support and expand the cooperative ventures we are working on now, especially through the District Consultants. Having InfoNet staff working across constituencies will help and we need to try to address libraries that haven't been served well, particularly the smaller libraries with limited resources. MSL can encourage and facilitate libraries helping other libraries so that they (small libraries) can move forward.

InfoNet's goals are: To improve what we offer already and catch-up work backlog from the open positions; increase offerings as was done with the OverDrive program to expand databases in Marvel; increase integration into MaineCat of those that are not in URSUS and Minerva systems (SOLAR and others) and revamp how we manage MaineCat.

InfoNet is developing a long-range plan with an eye to connecting Maine people to strong Maine Library resources.

****= James Jackson Sanborn was the first DLC interview. We realized that informal discussion, while helpful would not necessarily allow us to see a clear picture across the state so we revised our approach. We devised questions (see p. 5) and decided to ask each group the same things. Since Mr. Sanborn had not been asked all of these questions in the initial interview, a follow-up phone call was placed and he responded to all the questions.***

DLC Meeting: 2/25/09
HSLIC (Health Sciences Libraries) – Happy Copley

- 1. What are the major strengths that you see in your organization as it exists today?**
HSLIC: Health Sciences Libraries and Information Consortia has 43 members; 2 libraries have closed in the last two months. The members are cooperative, supportive with resource sharing and CE. Vibrant and active. \$150 institutional membership annual dues.
- 2. What does your group think are the major challenges facing us now?**
HSLIC: funding, losing library jobs, closing libraries. It's a challenge for the organization to be supportive to the small libraries during these stressful economic times.
- 3. What ideas does your organization have for improving its member libraries?**
HSLIC: CE – hold 2 conferences yearly; this is the first year to offer mini-grants of \$500; meetings are free to members; some members are taking WebJunction courses
- 4. What suggestions do you have for achieving this vision?**
HSLIC: one on one mentoring for the smaller libraries. Very informal. HSLIC has 3 regional representatives who are responsible for keeping up with what is going on in their areas. The reps either help or find others with the expertise to help
- 5. Do you have any thoughts on how all our organizations can work together more efficiently in the future?**
HSLIC: one of our goals this year is to work more closely with other types of libraries; HSLIC exhibits every year at MLA and would love to have more avenues to work with other types of libraries
- 6. How can the Maine State Library best support libraries in Maine / your type of library (school, public, college. Special) in these times of financial difficulty?**
HSLIC: really appreciate MSL and MARVEL. Many HSLIC members are members of Solar or Minerva. Mainecat is a great tool. Please continue these and bring back MULS
- 7. What are your group's top 3 goals for Maine libraries in order of importance?**

HSLIC: broadening Mainecat; technology cooperation; more cooperation among all types of libraries; funding and resources
- 8. What does your organization need?**
HSLIC: new technologies (Marvel, Mainecat) a Maine serials list would be great; need to form relationships with other types of libraries; contribute to the library marketing push
- 9. Does your organization have a long range plan?**
HSLIC: Yes-annual goals

DLC Meeting: 2/25/09
University of Maine – Tom Abbott

Conversation with Tom Abbott: undergraduate programs are going very well (AA and BA in library services) 400+students with 1 full time faculty and 15 adjuncts; all online using Blackboard. Online enrollments are growing; Average student age is 34; 76% are women, single parents; 80-90% work full time; all commuter students; serve and support 8 higher education centers in the state and 80 centers in high schools; cooperating with USC to provide MLS program; could use a list of libraries and projects suitable for a UMA student practicum; 60/40 ratio out of state to instate enrollment

1. What are your group's top 3 goals for Maine libraries in order of importance?

Tom Abbott: Be the technology model for other institutions and the public in their communities; need a combined, coordinated effort to help people understand the value of libraries

2. What does your organization need?

Tom Abbott: coordinated CD, courier, Erate – all these things that sustain Maine libraries; raise the visibility, marketing and PR – put together your elevator speech

3. Does your organization have a long range plan?

Tom Abbott: yes, reviewed several times a year

DLC Meeting: 4/1/09

Sylvia Norton, School Library/Technology Planning Coordinator

Sylvia's job used to be covered with 2 positions at the Maine State Library. She's paid by DOE and is a liaison between the DOE and MSLN. Sylvia stated. "I am a librarian who works in education."

Major Strengths in School Libraries in Maine:

When the laptops were first distributed to middle schools in 2002 school library media specialists (SLMS) were left out and did not receive one. As a result they were shut out of much technology integration. SLMSs did receive them in 2004 and now we have SLMSs on laptop leadership teams. Sylvia works on connections with the MLTI program; technology literacy is also information literacy. Having laptops has put many SLMSs into technology leadership where they are appreciated for their expertise. Librarians must be seen as leaders in the school community and as "technology integrators." The challenge is to have a variety of skills and resources and not to focus only on the laptops.

A SLMS was on each of the recent Maine Learning Result revision content curriculum committees. The coordinator of this project later said this was the best decision she'd made - that the SLMSs were invaluable.

Challenges include:

Administrators who "don't get it" - this is a national problem. SLMSs need to step forward and be visible to their school constituencies. There is a need for New SLMS Orientation programs. Additionally, SLMSs should have the support from public librarians and vice versa in local and state budget issues, for example. When a school library job is in danger of being cut, public librarians could attest to the amount of work involved in running a library facility (to counteract looking at staffing only in relation to student population.)

She doesn't have enough time to focus on the previously stated challenges due to E-Rate and technology plan approvals which eat up a huge amount of her time. She needs time to implement the new American Association of School Librarians Information Literacy Standards, but is bogged down in E-rates.

We need to maintain that a school librarian is a professional position. Unfortunately, usually no professional SLMS oversees schools that are staffed with only Ed-techs running their libraries. This makes it hard to get information to these people. Communication is a problem: there isn't even a list of current school library staff.

Sylvia has no budget - she must work through MASL for any needed funds particularly for Continuing Education programs.

How can MSL support school libraries?

"We're an ecosystem - remember there are all types of libraries." We must support each other. We need a stronger voice, with increased awareness of impact of one type of library on another type. Sylvia felt that school district consolidation has resulted in library positions being looked at and appreciated however; we need to focus on the value of the continuum of libraries from local schools to college to public libraries. The economic stimulus package funds are helping school libraries.

Top 3 goals:

- 1) There's been no strategic plan for libraries in the state. Sylvia is glad the Library Commission is looking at this. We need more shared vision and advocacy.
- 2) We all need to advocate for ALL our libraries and positions.
- 3) Most librarians want the Maine State Library to be the leader. Particularly when dealing with school libraries, SMLS must rely on the MSL—the DOE will not be the most vocal advocate for school librarians.