

SENYLRC – NEED TO REFINE ITSELF OR REINVENT ITSELF?

State of the Environment - SENYLRC
June 4, 2004

Introduction

A. Very recently, Gary Campbell, a former CEO of the Heart Center of Indiana, wrote an article for HealthLeaders titled “The Six Action Steps of Reinvention.” At the beginning of the article he states, “More than 20 years ago, polio vaccine pioneer Jonas Salk used an S-curve to depict the laws of nature as they apply to living organisms. He subsequently suggested that the same principles apply to the evolutionary changes that occur in complex systems such as organizations. Picture a chart with the X-axis measuring effort & time and the Y-axis measuring results. For an organization the S-curve is characterized by 4 distinct segments: the 1st one being the early formation of the organization or the ‘ready phase.’ The 2nd is its high growth period or ‘ramp-up phase.’ The 3rd is the period when growth begins to ebb known as the ‘refine phase,’ and the 4th the late stage period of decline or the ‘reinvent phase.’” I would propose to you that SENYLRC, as a multi-type library system, is probably entering the refining or reinventing phase.

B. SENYLRC is and will be facing a series of strategic challenges based upon a changing fiscal environment, changing service needs of libraries, and new technology solutions and/or opportunities. These are leading to the desirability of SENYLRC to search

for a long-term strategy that will lead to a re-invention of the organization.

C. Let me summarize my main points that I wish to share with you this morning:

- 1. Review of the year – accomplishments & milestones**
- 2. Share our Fiscal Challenges**
- 3. Programmatic challenges**
- 4. The need for Strategic Planning**
- 5. That will lead to New Opportunities**

II. Accomplishments and milestones in 2004 – once again 2004 was a busy year for the Board, committees, and Council staff. Some major accomplishments and milestones.

A. Professional Development Opportunities

1. 2-Day Leadership Development workshop followed by 8-session Leadership Training

- a) LSTA-funded**
- b) Over 70 people have participated**
- c) Introduced the “peer-coaching/training” model**
- d) Several other continuing education offerings (see our Annual Report)**

B. Electronic Resource offerings

- a) ERAC’s recommendation of partial subsidized databases using \$50,000 of regional automation funds... some of these databases at a fraction of the cost if licensed separately by a library... over 250 libraries are participating:**

(1) ABC-CLIO history twins - American History & Life and Historical Abstracts

(2) Thomson Gale’s Health Wellness including the Alternative Health module

(3) OCLC’s FirstSearch Base Package with Wilson Full Text Select

b) The HLSP Committee recommended the \$20k subsidy of 7 medical and clinical full text electronic resources for the medical and administrative staff at 20 hospitals in the region.

c) WALDO database offerings through SENYLRC – over \$600,000 in licensed databases with a resulting savings to licensing libraries of at least that much.

C. Resource Sharing - SEAL Southeastern Access to Libraries service

a) ILL and Virtual Union Catalog

b) Up to 204 libraries in the SENYLRC service area sending and receiving ILL requests across library types and library systems.

c) 30 catalogs

(1) Representing the holdings of at least 300 libraries

d) RIC

(1) Revised the regional ILL code

(2) Is working to compile a web-based Regional ILL directory

D. Emerging Digital Service – Hudson Valley Heritage

a) Under the auspices of the Digital Advisory Committee - new website – www.hudsonvalleyheritage.org

(1) Informational and educational resource as well as providing access to current digital collections in the region.

(2) DAC – adopted standards for metadata and digital imaging for compatibility with the OAI or Open Archive Initiative implementations.

b) Licensed OCLC digital management software – CONTENTdm

(1) Pilot projects – create digital content and document the process:

- (a) Wilderstein Preservation – WWI Collection
- (b) Marlboro PL – local historic postcards
- (c) Vassar College’s - Images of Early Vassar collection

E. Hospital Library Services

a) Program highlights included

(1) Improvements in resources – in particular electronic resource

(2) Enhanced librarian participation in SENYLRC – sponsored staff development opportunities

(3) Significant increase in training for the users of hospital libraries.

(4) Successful hospital library marketing campaign resulting in a higher level of awareness of library services in many of the hospitals and resulting in the recognition and award for the hospital library group’s promotional calendar for the National Medical Library Month at the recent MLA conference in Washington.

III. The Fiscal challenges faced by SENYLRC and its Board of Trustees

A. Static revenues coupled with increasing expenditures

1. State aid

a) Chapter 917 of the Laws of the State of NY

b) \$863,000 revenues; 89% state or federal moneys.

c) At the “mercy” of the Governor’s proposed cuts – last year 15%; this year 5%... ultimately restored by the legislature last year; it is our hopes this year as well

d) Delayed adoption of the NYS budget

(1) Often into the summer... delays our receipt of state aid well into our fiscal year

2. Doubled digit rise in employee benefits

a) Health Insurance

(1) 10-12% increase each year

b) NYS Retirement

(1) \$45,000 increase in two year

3. Avg 3% cost of living increases just to do the same business

4. SENYLRC headquarter costs

a) Building Task Force – 4 years old

(1) Control long term costs – buy, build or secure favorable terms through long-term leasing

5. 2004/05 – adopt a deficit budget – eating into our 30-built up fund reserve of \$400,000.

B. This requires the Board to 1) control costs, 2) increase revenues, 3) decrease expenditures or more likely a combination of all three

IV. Programmatic Challenges

A. What is still important, what is not as important, what need to be dropped, what needs to be added – all very important questions.

B. The “bread/butter service – regional resource sharing – how valid given new technology and ever increasing immediate access to electronic content

C. Mandates for categorical aid – are they still relevant?

a) MISIP – no electronic resources allowed

b) LSTA – digitizing projects still not allowed

c) RBDB \$ - retrospective conversion projects are a requirement in each application year, even if a region has no quality collection candidates.

2. Emerging and priority services

a) Hudson Valley Heritage – regional virtual catalog of digitized images and related metadata

b) Ever-growing licensing of electronic content through the SENYLRC consortium

c) Promotion and the marketing of hospital library services to the hospital and medical library community

3. Pricing for Services

a) If revenue from state aid cannot keep up with cost of service provision, does the organization look to

establish additional service fees beyond the 2% administration surcharge for consortial database administration?

4. If so, how much per service; how much is a service valued by member libraries if it is fee-based?

5. Membership categories

a) How does SENYLRC equitably serve the members of member systems – the public and school libraries – while serving the direct, dues-paying members of the Council – the academic, special, and corporate and hospital and large public? What is a school or public library entitled to through SENYLRC when it is not a direct member of SENYLRC but rather is a member of a SENYLRC-member school or public library system?

b) Other cultural heritage organizations – museums historical societies, etc – especially as their collections may be candidates for inclusion in the Hudson Valley Heritage project?

c) Does SENYLRC create other membership categories such as an affiliate member for school? Public and cultural heritage institutions, what level should dues be set? If service fees are established, what level should such fees set for affiliate members? Should they pay more service fees than full members if their dues are lower? If so, how much more?

D. Strategic Planning – a way to determine appropriate directions based on the questions I just mentioned... the time is now for SENYLRC to refine or even reinvent itself as an organization

1. Refine the Strategic Priorities

a) A major initiative of the Board in FY 2004/05

2. New Vision??? New Mission???

3. Create new membership categories?

4. Identify new Programs/Service opportunities?
5. Do we need to eliminate a program or to modify existing programs?
 - a) How do we do this with the confines of state mandates...of what is allowed or not allowed through a current state funded program
6. What is the SENYLRC consortium role vs other existing or emerging consortia in the State or elsewhere?

V. Conclusion – Through this process we can and should identify new opportunities...

A. To once again quote Gary Campbell, the author of the Six Action Steps of Reinvention: "... leaders of organizations and their governing boards should regularly engage in an objective analysis of their organization's position on the S-curve and their response in terms of resource allocation, leadership focus, and strategic direction... given the realities of most health care organizations today (and I will take the liberty to substitute library systems in NY for health care organizations) if there is not substantial discussion about the need to reinvent the organization, leadership may be seriously jeopardizing their, and their organization's, long term future.

1. The Board of Trustees will indeed enter into a strategic planning initiative this coming year. Not because it is required by the State Education Department, but because the timing is right from an organization point of view.

2. We will involve many of you in this effort. I trust that you will be honest in your concerns and observations and together we will identify SENYLRC's cultural attributes that you as stakeholders perceive as highly desirable.

THANK YOU

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