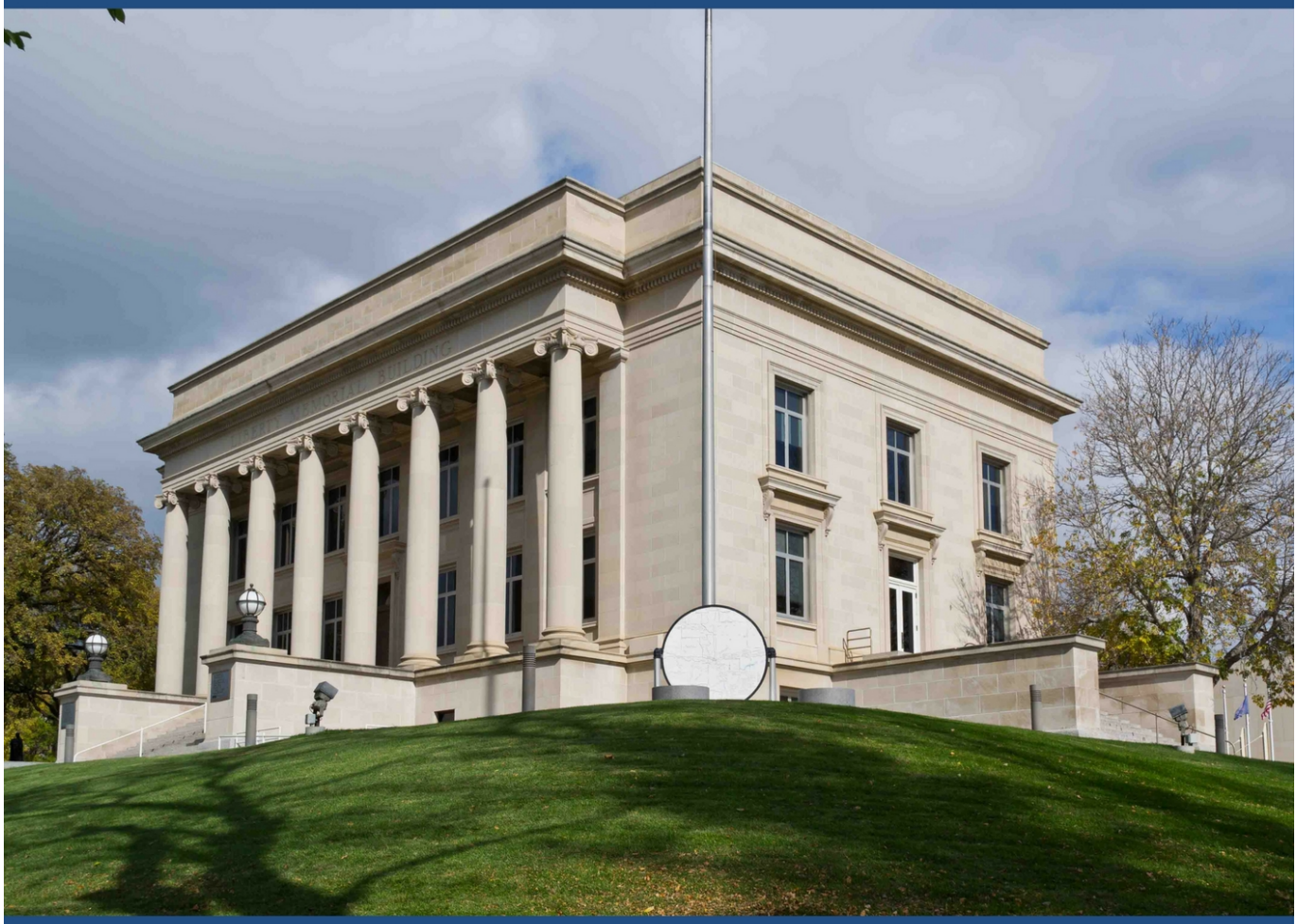
NORTH DAKOTA STATE LIBRARY

Library Services & Technology Act, 2013-2017 Evaluation Report



Project Commissioned By:

North Dakota State Library

A Division of the North Dakota Department of Public Instruction

March 2017

Evaluation by:
Jason Matthews, Owner
JM Strategies LLC

Project Commissioned By:
North Dakota State Library
A Division of the N.D. Department of Public Instruction

EVALUATION OF LIBRARY SERVICES & TECHNOLOGY ACT (LSTA) 2013-2017

Evaluation Conducted and Report Prepared By:
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March 2017

State Library Evaluation Team:
Mary J. Soucie, State Librarian
Cynthia Clairmont-Schmidt, Assistant State Librarian
Jason Matthews, Consultant

PART 1: EXECUTIVE SUMMARY

Project Commissioned by North Dakota State Library

Mary J. Soucie, State Librarian

State Library Evaluation Team

Mary J. Soucie, State Librarian
Cynthia Clairmont-Schmidt, Assistant State Librarian
Jason Matthews, Consultant

Evaluation Purpose & Methodology

The Institute of Museum and Library Services (IMLS) administers a grant-to-states program through the Library Services and Technology Act (LSTA) that provides funding to the North Dakota State Library, which allows for the development and delivery of statewide centralized library services.

The mission of the North Dakota State Library (NDSL) is making connections, strengthening communities, and enriching lives for all North Dakotans. In fulfilling this mission, NDSL delivers the following two essential functions:

1) Provides leadership, directional, and developmental assistance to the state's library community, and

2) Ensures the availability of information, resources, and materials to the public.

The purpose of this evaluation is to verify whether the activities completed by NDSL within these two essential areas were in compliance with IMLS approved State Library goals for the period of 2013-2017. The primary process of evaluation was conducted through a series of focus group sessions, online surveys, and NDSL departmental evaluations.

- **Focus Group Sessions:** The focus group sessions were held with members of the North Dakota Library Coordinating Council, librarians attending the North Dakota State Library Association conference, librarians across the state, and NDSL staff. These sessions took place between July 21 and November 9, 2016.

- **Online Survey:** An online survey of NDSL staff members was made available the week of November 15. This survey was a complement to the staff focus group session held on November 9.

- **NDSL Departmental Evaluations:** Inventory and assessment documents for each IMLS goal were distributed to the managers of NDSL departments in December 2016.

Results from each research method were reviewed, tabulated, and organized by the LSTA evaluation team on January 3, 2017.

Key Findings

Through the process of qualitative research and self-evaluation, the LSTA evaluation team concluded that the North Dakota State Library has fully met the goals and objectives for 11 of 12 activities. Partial achievement was reached on one remaining activity. A summary of the key findings for each goal and its subsequent activities are listed below…

Goal 1: The North Dakota State Library places a strong importance on the opportunities afforded to the learner and supports providing engaging experiences in libraries that prepare the state's citizenry to be full participants in their local communities and our global society. To activate this goal, tasks shall be set that provide an opportunity to gain updated knowledge and maintain the accessibility of information resources.

Activity 1.1: The North Dakota State Library shall continue its partnerships with academic, public, school, and special libraries of the state to provide a network of shared electronic resources accessible to all citizens. Accomplishment of this activity entailed networking among all types of libraries including academic, public, school, and special libraries as well as library associations and museums.

⇒ **LSTA Focus:** Public Access to Information
⇒ **Evaluation Assessment:** Goals and objectives have been fully achieved.

Activity 1.2: The North Dakota State Library shall provide training to business entities and citizens in using information resources.

⇒ **LSTA Focus:** Employment / Business Development
⇒ **Evaluation Assessment:** Goals and objectives were partially achieved.

Activity 1.3: The North Dakota State Library shall provide educational opportunities that enhances the professional abilities of librarians and library employees in the state.

⇒ **LSTA Focus:** Library Capacity Building
⇒ **Evaluation Assessment:** Goals and objectives goals have been achieved.

Goal 2: The North Dakota State Library shall undertake tasks that promote North Dakota libraries as strong community anchors that enhance knowledge, civic engagement, cultural opportunities, and economic vitality.

Activity 2.1: The North Dakota State Library shall work to achieve a program of cooperative service among all types of libraries in the state and, in the provisions of that program, provide equitable service that increases the educational and cultural life of the citizens of North Dakota.

⇒ **LSTA Focus:** Lifelong Learning
⇒ **Evaluation Assessment:** Goals and objectives goals have been achieved.

Activity 2.2: The North Dakota State Library shall disseminate to state government and the federal government, as well as to the citizens of North Dakota, informational data about the resources and services available from the libraries of North Dakota including state and federal documents.

⇒ **LSTA Focus:** Civic Engagement
⇒ **Evaluation Assessment:** Goals and objectives goals have been achieved.

Activity 2.3: The North Dakota State Library shall establish a coordinated program for the digitization of public documents and special collections with uniform, agreed upon, standards creating preservation of North Dakota information. It is believed that libraries can conduct a digital project using cost-effective technologies to expand and enhance the access to information resources for the state's citizens.

⇒ **LSTA Focus:** Civic Engagement
⇒ **Evaluation Assessment:** Goals and objectives goals have been achieved.

Goal 3: The North Dakota State Library supports the acquisition, maintenance, and use of quality library collections and encourages the uses of technology to facilitate the discovery of information.

Activity 3.1: The North Dakota State Library shall continue the development and strengthening of a comprehensive statewide library material collection and a statewide online library catalog. By adding the collections of North Dakota libraries to WorldCat and linking OPACS; cataloging, circulation, interlibrary loan, and reporting functions improve. This activity shall continue to provide access to WorldCat for all North Dakota citizens through a statewide contract.

⇒ **LSTA Focus:** Lifelong Learning
⇒ **Evaluation Assessment:** Goals and objectives goals have been achieved

Activity 3.2: The North Dakota State Library shall continue to deliver statewide resource sharing by continuing and strengthening the statewide interlibrary loan and document delivery service.

⇒ **LSTA Focus:** Human Services
⇒ **Evaluation Assessment:** Goals and objectives goals have been achieved.

Activity 3.3: The North Dakota State Library shall provide library services to persons having difficulty using a library. The State Library shall identify and implement relevant training opportunities in assistive technology and library services for diverse populations for Outreach Services staff and librarians throughout the state.

⇒ **LSTA Focus:** Human Services
⇒ **Evaluation Assessment:** Goals and objectives goals have been achieved.

Activity 3.4: The North Dakota State Library shall provide to North Dakota the opportunity for libraries to participate in the Cooperative Summer Library Program (CSLP) by purchasing a manual and core set of materials for libraries and to assert a leadership role in the encouragement of all North Dakota children, teens, and adults to read and experience the joy of reading.

⇒ **LSTA Focus:** Lifelong Learning
⇒ **Evaluation Assessment:** Goals and objectives goals have been achieved.

Goal 4: The North Dakota State Library shall seek to provide programs and services that sustain or increase access to information and ideas for the citizens of North Dakota.

Activity 4.1: The North Dakota State Library's professional Field Services staff shall be available for in-library consultations regarding programs and best practices.

⇒ **LSTA Focus:** Library Capacity Building
⇒ **Evaluation Assessment:** Goals and objectives goals have been achieved.

Activity 4.2: The North Dakota State Library shall work to ensure that all North Dakota citizens have convenient and timely access to information about North Dakota's libraries and the services they provide.

⇒ **LSTA Focus:** Public Access to Information
⇒ **Evaluation Assessment:** Goals and objectives goals have been achieved.

Conclusion

The evaluator has determined that the North Dakota State Library has achieved the goals set forth in the 2013-2017 LSTA plan. This evaluation is based on qualitative research and self-evaluation.

Since the last Five-Year Plan, the NDSL has revamped its Library Development program (formerly Field Services), added Information Technology services, and made great strides in digitization. These developments have deepened the State Library's service footprint. Considering North Dakota's small population size (approximately 750,000) and relatively large geographic area (70,762 square miles), the State Library has done an excellent job in meeting – and, in some cases, exceeding – the needs of the state's library community and the residents they serve.

Recommendations for the Future

1) **Leadership:** Continue to provide leadership to ensure LSTA intent and funding are fully maximized in order to meet the needs of North Dakota's library community.

2) **Outreach:** Continue to provide statewide outreach services including Library Development, Statewide Cataloging, databases, Talking Books, and the Summer Reading Program that are essential to libraries in serving their patrons and meeting the needs of their communities.

3) **Communications:** Continue to facilitate and deliver information to libraries and citizens throughout the state.

PART 2: EVALUATION REPORT

GOAL 1: **The North Dakota State Library places a strong importance on the opportunities afforded to the learner and supports providing engaging experiences in libraries that prepare the state's citizenry to be full participants in their local communities and our global society. To activate this goal, tasks shall be set that provide an opportunity to gain updated knowledge and maintain the accessibility of information resources.**

Activity 1.1: *The North Dakota State Library shall continue its partnership with the academic, public, school, and special libraries of the state to provide a network of shared electronic resources accessible to all citizens. Accomplishment of this activity entails networking among all types of libraries including academic, public, school, and special libraries as well as library associations and museums.*

LSTA Focus: *Public Access to Information*

North Dakota's small population (approximately 750,000) is spread across a wide area (70,762 square miles). This reality puts an even higher premium on the importance of public access to information. For this reason, the NDSL devotes considerable staff time and resources to address this need. The library's multi-type online catalog is available through the Online Dakota Information Network (ODIN). In addition to this network, NDSL has contracts with various online information providers and has purchased databases that are used by libraries and citizens throughout the state.

Statewide workshops and continuing education events are offered to all libraries, thus providing librarians with networking opportunities and training on the multiple databases available to patrons. Of particular importance to the state's population – especially to rural libraries – is NDSL's critical role in providing cataloging service. NDSL's digital archives offer all libraries and residents with a rich and accessible resource of historically significant books, articles, images, and documents.

Interviews conducted for this research process found these services to be the most cited by librarians as critical to NDSL's mission and most beneficial to the state's library community.

Evaluation Assessment: Goals and objectives for Activity 1.1 have been achieved.

Activity 1.2: *The North Dakota State Library shall provide training to business entities and citizens in using information resources.*

LSTA Focus: *Employment / Business Development*

There is general agreement that NDSL has only partially achieved the goals of Activity 1.2. This consensus is universally held among NDSL staff and participants in the evaluation process.

The North Dakota State Library has provided specialized workshops in tandem with Job Service North Dakota. Access to online business publications, Regional Business News, and Business Source Primer are also available to the public.

The evaluation team agrees that further outreach to the business community needs to be done to inform them of available resources. To this end, events may conspire to make this a reality. The recent downturn in the state's commodity-dependent economy coupled with the state's new governor's technology business background and his emphasis on both government reinvention and economic diversification affords NDSL with the opportunity to play an even larger and more critical role in this area during the next five years.

Evaluation Assessment: Goals and objectives for Activity 1.2 have been partially achieved.

Activity 1.3: *The North Dakota State Library shall provide educational opportunities that enhances the professional abilities of librarians and library employees in the state.*

LSTA Focus: *Library Capacity Building*

NDSL provides a variety of educational and professional development opportunities both in-person and online which are meeting the objectives of this activity. During 2015, NDSL coordinated Innovative Librarians Explore, Apply and Discover (ILEAD) North Dakota and the Librarians and Literacy Leadership Institute (L3)ND. Each year, library staff provides spring and summer workshops where participants earn credit for their involvement. Library staff offer specially crafted presentations during visits throughout the state. On-site visits are conducted throughout the year as are online training opportunities for librarians and library staff.

The State Librarian places particular emphasis on the importance of library building capacity and is actively involved in this activity. She has instituted the "Librarian for a Day" program where she visits public and school libraries to offer professional guidance and assistance. Additionally, the Library Development staff develops and provides programming materials to libraries across the state; some of which include book club kits, gaming kits, display, and STEM materials and resources.

For all these reasons listed, there was unanimous and strong agreement among all parties involved in the evaluation process that NDSL has achieved the goals of Activity 1.3.

Evaluation Assessment: Goals and objectives for Activity 1.3 have been achieved.

GOAL 2: **The North Dakota State Library shall undertake tasks that promote North Dakota libraries as strong community anchors that enhance knowledge, civic engagement, cultural opportunities, and economic vitality.**

Activity 2.1: *The North Dakota State Library shall work to achieve a program of cooperative service among all types of libraries in the state and, in the provisions of that program, provide equitable service that increases the educational and cultural life of the citizens of North Dakota.*

LSTA Focus: Lifelong Learning

Lifelong learning lies at the heart of the NDSL's mission to enrich the lives of all North Dakotans. To this end, NDSL focuses on the twin objectives of providing a transparent and easy-to-use information network to the public and ensuring a properly trained and certified team of librarians and media specialists throughout the state.

In fulfilling its obligation to the public, the NDSL is involved in the following statewide cooperatives: shared ILS with public, school, academic, and special libraries; serving as the interlibrary loan hub for the state's library community; a provider of statewide cataloging services to public and school libraries; and as collaborative purchaser of databases for use by libraries and citizens across the state. Additionally, the NDSL has spearheaded a statewide marketing campaign to raise awareness of available resources, has provided professional and material support to summer reading programs, and undertaken the digitalization of archives and documents.

NDSL is providing essential services to maintaining the future viability of North Dakota's library community. First, NDSL develops and delivers professional training opportunities through workshops and conferences for librarians and library staff. Many of these training sessions provide continuing education credits for librarians and media specialists. Secondly, NDSL administers state funded grants to these libraries, which provide critical lifelines of support that enables them to better serve their patrons.

The evaluation team ranked the NDSL's work in this area to be highly satisfactory and in complete accordance with the goals and objectives for this activity.

Evaluation Assessment: Goals and objectives for Activity 2.1 goals have been achieved.

Activity 2.2: The North Dakota State Library shall disseminate to state government and the federal government, as well as to the citizens of North Dakota, informational data about the resources and services available from the libraries of North Dakota including state and federal documents.

LSTA Focus: *Civic Engagement*

NDSL actively keeps the state and federal governments informed of library policies and services, including the sharing of required data. NDSL distributes state publications to other depository libraries within the state in addition to maintaining circulating and non-circulating collections of state documents. The availability of public library services and resources is creatively communicated through earned media, social media, the State Library newsletter, and distributed within informational packets and brochures.

Informing policy makers is of primary priority to NDSL. The State Library hosts legislative awareness events for state legislators, state policy makers, and staff of members of North Dakota's congressional delegation. These events are designed to provide policymakers with information on issues of importance to the library community and to emphasize the value libraries provide to the state's residents.

After analysis and review, the evaluation team has determined that all goals and objectives for this activity have been achieved.

Evaluation Assessment: Goals and objectives for Activity 2.2 goals have been achieved.

Activity 2.3: *The North Dakota State Library shall work towards a plan so that a coordinated program for the digitization of public documents and special collections is created and that uniform, agreed upon, standards should be established so that there will be a preservation of North Dakota information. It is believed that libraries can conduct a digital project using cost-effective technologies to expand and enhance the access to information resources for the state's citizens.*

LSTA Focus: *Civic Engagement*

In recent years, the digitization of public documents has been a primary labor of the State Library. A Digital Initiatives Librarian coordinates the on-going work with libraries across the state and relevant state agencies. An organized public awareness campaign utilizing earned media, social media, and NDSL's newsletter has increased both public awareness and participation by libraries in this process. The collection is shared with the public through both the Content DM platform and the state's Digital Horizons network. The state has adopted accepted national standards for digitization.

Evaluation Assessment: Goals and objectives for Activity 2.3 have been achieved.

GOAL 3: **The North Dakota State Library supports the acquisition, maintenance and use of quality library collections and encourages the uses of technology to facilitate the discovery of information.**

Activity 3.1: *The North Dakota State Library shall continue the development and strengthening of a comprehensive statewide library material collection and a statewide online library catalog. By adding the collections of North Dakota libraries to WorldCat and linking OPACS, cataloging, circulation, interlibrary loan, and reporting functions improve. This activity shall continue to provide access to WorldCat for all North Dakota citizens through a statewide contract.*

LSTA Focus: *Lifelong Learning*

The NDSL Statewide Cataloging department catalogs items for close to sixty public and school libraries. Records are added to WorldCat. If the library is also a member of the statewide consortium records are also added to ODIN. If the library is not a member of ODIN, it is up to the individual library to add the records to their catalog. The State Library continues to negotiate and coordinate the statewide contract for WorldCat.

Evaluation Assessment: Goals and objectives for Activity 3.1 goals have been achieved.

Activity 3.2: *The North Dakota State Library shall develop and deliver statewide resource sharing by continuing and strengthening the statewide interlibrary loan and document delivery service.*

LSTA Focus: *Human Services*

The addition of new libraries has expanded the NDSL's ILL capacity and reach in serving its citizens since the Interlibrary Loan (ILL) department obtains materials from the collections of other libraries when the State Library does not own those items. ILL staff also assists North Dakota libraries with loaning materials to other libraries. The NDSL Interlibrary Loan system produces the ILL guidelines used by libraries statewide. The State Library looks for ways to improve the document delivery service to both patrons and libraries in the state.

Based on the goals and objectives of this activity and the benchmarks that have been reached by the State Library, the evaluation team is fully satisfied that the desired outcomes have been achieved for this activity.

Evaluation Assessment: Goals and objectives for Activity 3.2 goals have been achieved.

Activity 3.3: *The North Dakota State Library shall provide library services to persons having difficulty using a library. The State Library shall identify and implement relevant training opportunities in assistive technology and library services for diverse populations for Outreach Services staff and librarians throughout the state.*

LSTA Focus: *Human Services*

NDSL's Talking Books Program provides specialized resources and outreach services to the visually impaired and others with physical disabilities. In collaboration with the North Dakota Library Association, the State Library offers workshops and presentations on Talking Books services. NDSL actively promotes the availability of Talking Books services and conducts site visits to nursing homes and long-term care facilities to aid in the development and management of literacy and information services to residents with special physical needs.

The evaluation team was greatly pleased with the work that has been done by NDSL in this area.

Evaluation Assessment: Goals and objectives for Activity 3.3 goals have been achieved.

Activity 3.4: *The North Dakota State Library shall provide to North Dakota the opportunity for libraries to participate in the Cooperative Summer Library Program (CSLP) by purchasing a manual and core set of materials for libraries and to assert a leadership role in the encouragement of all North Dakota children, teens, and adults to read and experience the joy of reading.*

LSTA Focus: *Lifelong Learning*

The North Dakota library community relies on NDSL for guidance and direction in this area. NDSL delivers training by providing six (6) regional summer reading workshops across the state. Cooperative Summer Library Program (CSLP) manuals are purchased and distributed to libraries that request them. Summer Reading Program workshops are held across the state for the staff. The State Library aggressively promotes participation in the Summer Reading Program and has collaboratively partnered with the State Historical Society and some regional libraries for an annual Summer Reading Celebration.

Feedback during the evaluation process was overwhelmingly positive on the activities of the State Library in this area.

Evaluation Assessment: Goals and objectives for Activity 3.4 goals have been achieved.

GOAL 4: The North Dakota State Library shall seek to provide programs and services that sustain or increase access to information and ideas for the citizens of North Dakota.

Activity 4.1: *The North Dakota State Library's professional Field Services staff shall be available for in-library consultations regarding programs and best practices.*

LSTA Focus: *Library Capacity Building*

The NDSL's Library Development specialists provide field services based to libraries statewide. In addition to scheduled annual site visits, Library Development staff provide consultations via email, telephone, or special in-person/on-site visits. NDSL's structured approach to library development guarantees all areas of the state are served. These services include, but are not limited to: new director orientations, in-person service consultations, the sharing of best practices, and the distribution of programming resources and materials.

This service was among the most widely praised during the evaluation process by members of the library community.

Evaluation Assessment: Goals and objectives for Activity 4.1 goals have been achieved.

Activity 4.2: *The North Dakota State Library shall work to ensure that all North Dakota citizens have convenient and timely access to information about North Dakota's libraries and the services they provide.*

LSTA Focus: *Public Access to Information*

Public access to NDSL provided information databases is convenient. The library's easy-to-use website provides the general public with a ready portal to information 24/7.

For North Dakota's library community, the NDSL provides public libraries with website creation services to make their own pages accessible and easy-to-use for patrons.

NDSL's Public Awareness Coordinator has successfully implemented an awareness campaign utilizing social media, the NDSL newsletter, and various publications that have successfully increased traffic to the NDSL website and information resources. The IT Department has also been of special value to these efforts by promoting NDSL's resources to public libraries.

Review of this activity during the evaluation process found high levels of satisfaction with NDSL in these activities, which are in complete accordance with IMLS goals.

Evaluation Assessment: Goals and objectives for Activity 4.2 goals have been achieved.

PART 3: RESPONSES TO QUESTIONS

PART A. RETROSPECTIVE QUESTIONS

A-1. To what extent did your Five-Year Plan activities make progress towards each goal? Where progress was not achieved as anticipated, discuss what factors (e.g., staffing, budget, over-ambitious goals, partners) contributed?

Progress is discussed within each goal in the evaluation summary. All goals were fully achieved with the exception of Goal 1, Activity 1.2 outreach to the business community. While NDSL did partner with the North Dakota Job Corps to provide training to librarians we did not provide training directly to businesses. We did provide training to citizens in partnership with the public library community. One thing that contributed to not fully meeting this goal was that it was over-ambitious for the one person assigned to provide outreach training; another contributing factor was a higher than anticipated demand from school libraries to provide database training which prevented our Training Coordinator from devoting time to serving businesses.

A-2. To what extent did your Five-Year Plan activities achieve results that address national priorities associated with Measuring Success focal areas and their corresponding intents?

The NDSL achieved results that impacted all of the focal areas and intents. Our Library Development department provides training for librarians on the databases, library administration and related topics, orientation, customer service and a wealth of library related topics. Our Training Coordinator provided database training to students and teachers. The databases also impact lifelong learning. Participating in our statewide consortium as well as facilitating statewide ILL impacts lifelong learning and civic engagement. In addition to our continuing education opportunities, Statewide Cataloging provides cataloging services for close to 60 libraries. These services impact all of the focal areas as libraries have resources in each of these areas.

A-3. Did any of the following groups represent a substantial focus for your Five-Year Plan activities?

- *Library workforce (current and future):* Yes
- *Individuals living below the poverty line:* No
- *Individuals that are unemployed / underemployed:* No
- *Ethnic or minority populations:* No
- *Immigrants / refugees:* No
- *Individuals with disabilities:* Yes
- Individuals with limited functional literacy or information skills: Yes
- *Children (aged 0-5):* Yes
- *School-aged youth (aged 6-17):* Yes

The NDSL did impact the current and future library workforce through Library Development and Continuing Education, which exceeds 10 percent of the total resources committed.

The NDSL does offer an MLIS grant; however this does not meet the 10 percent mark.

Through our Talking Book service, the NDSL has impacted individuals with disabilities; this exceeds the 10 percent mark.

School-aged children across the state have been impacted through NDSL databases and literacy kits, exceeding the 10 percent of the total resources committed.

PART B. PROCESS QUESTIONS

B-1. How have you used data from the old and new State Program Report (SPR) and elsewhere to guide activities to guide activities included in the Five-Year Plan?

The activities as reported in the Five-Year Evaluation were based on and guided by the 2013 – 2017 Five Year Plan. The LSTA program requires annual State Program Reports (SPR), which included data on expenditures for 2013, 2014 and 2015, and narrative in the 2013 SPR. The reported data and narrative were analyzed and reviewed to confirm that they guided and supported the activities that are reported in this document. State Library staff compile monthly reports throughout each year on services that provide quantitative and qualitative information to support the services outlined in this report.

B-2. Specify any changes you made to the Five-Year Plan, and why this occurred.

No changes were made to the Five-Year Plan.

B-3. How and with whom have you shared data from the old and new SPR and from other evaluation resources?

The North Dakota State Library has shared data from the old and new SPR with multiple entities. The information is shared with the North Dakota Library Coordinating Council, who acts as the agency's advisory council, in written and verbal presentations quarterly. Data is shared with the Office of Management and Budget through the biennial budgeting process. It is shared with the Legislators via the Legislative Council branch through surveys and reports. A Biennial Report is produced every two years which includes narratives and statistical information about our federal programs as reported on in this document; the report is made available on the agency website, as a state document, as well as sent to the Governor's office and the Superintendent of Public Instruction. Data is also incorporated into the State Librarian's annual report to the North Dakota Library Association during their annual conference.

PART C. METHODOLOGY QUESTIONS

C-1. Identify how you implemented an independent Five-Year Evaluation using the criteria described in the section of this guidance document called 'Selection of Evaluators.'

We selected Jason Matthews, of JM Strategies LLC, as our evaluator. As owner of JM Strategies, he provides strategic planning, facilitation, public relations, and public affairs services for businesses and organizations.

As a consultant, Matthews is familiar with the work, mission, and challenges within the North Dakota library community. He worked with the State Library in developing our 2016-2019 Strategic Plan and has served the North Dakota Library Association (NDLA) as its government relations consultant during the 2015 and 2017 state legislative sessions.

C-2. Describe the types of statistical and qualitative methods (including administrative records) used in conducting the Five-Year Evaluation. Assess their validity and reliability.

NDSL worked with JM Strategies to create the questions that would be used for the in-person and online focus groups. NDSL staff led the focus groups with our Library Coordinating Council, the agency's advisory board, as well as at our annual Summer Summit workshops and the online sessions. JM Strategies and NDSL staff jointly led the focus group meeting at the NDLA Annual Conference. A staff member that was not leading the discussion recorded data from these sessions. All results were shared with JM Strategies. JM Strategies developed and administered the focus group for staff as well as the follow-up survey.

NDSL Talking Books staff deployed a survey to Talking Book patrons that was jointly developed by JM Strategies and NDSL Administration.

C-3. Describe the stakeholders involved in the various stages of the Five-Year Evaluation and how you engaged them.

The stakeholders involved in this evaluation process were:

- Members of the North Dakota Library Coordinating Council
- North Dakota State Library staff
- Librarians and staff members of North Dakota's library community
- Patrons of NDSL's Talking Book services

All of these stakeholders were engaged through either focus group sessions or online surveys.

C-4. Discuss how you will share the key findings and recommendations with others.

Key findings and recommendations will be shared on NDSL's website, via our newsletter, North Dakota State Library *Flickertale*, at the NDLCC quarterly meeting, and via an NDLA program session at the annual conference. The evaluation report will also be shared with the North Dakota Department of Public Instruction's (DPI) administration team, which consists of the State Superintendent and three assistant superintendents.

PART 5: RECOMMENDATIONS

In looking ahead to the next Five-Year Plan, the North Dakota State Library will strive to:

1) Continue to provide leadership to ensure LSTA intent and funding are fully maximized in order to meet the needs of North Dakota's library community.

2) Continue to provide statewide outreach services including Library Development, Statewide Cataloging, databases, Talking Books, and the Summer Reading Program that are essential to libraries in serving their patrons and meeting the needs of their communities.

3) Continue to facilitate and deliver information to libraries and citizens throughout North Dakota.

PART 6: APPENDIX

A SPECIAL NOTE ON THE PROCESS: This evaluation process was qualitative rather than quantitative utilizing focus group sessions, interviews, and self-evaluation.

ACRONYMS

CSLP	Collaborative Summer Library Program
ILL	Inter-Library Loan
ILMS	Institute of Museum and Library Services
ILS	Integrated Library System
IT	Information Technology
LSTA	Library Services and Technology Act
MLIS	Masters of Library and Information Sciences
NDLA	North Dakota Library Association
NDLCC	North Dakota Library Coordinating Council
NDSL	North Dakota State Library
ODIN	Online Dakota Information Network
OPAC	Online Public Access Catalog
SPR	State Program Report

INDIVIDUALS INTERVIEWED

North Dakota Library Coordinating Council:

Stephen Banister	Michelle Seil
Tim Dirks	Susie Sharp
Phyllis Kuno	Ted Smith
Beth Reitan	Wendy Wendt
Carmen Redding	

North Dakota State Library Staff:

Mary J. Soucie	*State Librarian*
Cynthia Clairmont-Schmidt	*Assistant State Librarian*
Dave Anderson	*Public Services*
Michele Balliet Unrath	*Administration*
Stephanie Baltzer	*Digital Initiatives*
Kristin Byram	*Public Awareness*
Sue Clark	*Public Services*
Steven Deutsch	*Technical Services*
Crystal Forster	*Public Services and Library Development*
Stacey Goldade	*Statewide Catalog Development Manager*
Chris Hagburg	*Talking Books*
Susan Hammer-Schneider	*Talking Books Manager*
Elizabeth Janes	*Talking Books*
Ryan A. Kroh	*I.T. Department Manager*
Krista Kurtz	*Interlibrary Loan*
Robyn Markhouse	*Statewide Catalog Development*
Trevor Martinson	*Library Development*
BreAnne Meier	*Library Development*
Shari Mosser	*Interlibrary Loan Manager*
James Murphy	*Talking Books*
Kristen Northrup	*Technical Services Manager*
Cindy Olson	*I.T. Department*
Marla Paulson	*Talking Books*
Amanda Person	*Interlibrary Loan*
Al Peterson	*Public Services Manager*
Cheryl Pollert	*Administration*
Tawnie Reisenauer	*Technical Services*
Candace Richter	*Interlibrary Loan*
Jessica Robinson	*Technical Services*
Aaron Severson	*Statewide Catalog Development*
Eric Stroshane	*Library Development Manager*
Pam Young	*Technical Services*

LIBRARIES THAT PARTICIPATED IN THIS EVALUATION

Aneta Public Library, Carnegie Regional Public Library branch
Bismarck Veterans Memorial Public Library
Bottineau County Public Library
Casselton Public Library
Cavalier County Library
Cavalier Public Library
Dickinson Area Public Library
Divide County Library
Eddy-New Rockford Library
Edgeley Public / South Central Library
Edna Ralston Library
Enderlin Municipal Library
Garrison Public Library
Grand Forks Public Library
Griggs County Public Library
Hazen Public Library
Heart of America Library
Hebron Public Library
James River Valley Library System
Kindred Public Library
Lisbon Public Library
Margaret Fraase Public Library
Max Community Library
McKenzie County Public Library
McLean-Mercer Regional Library
McVille Community Library
Minot Public Library
Morton Mandan Public Library
Mott Public Library
New Town City Library
Stanley Public Library
Stanton Public Library
Turtle Lake Public Library
Underwood Public Library
Valley City Barnes County Public Library
Walhalla Public Library
Ward County Public Library
Washburn Public Library
West Fargo Public Library
Williston Community Library

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