Strategic Framework for TLN

Mission

To create a vibrant, collaborative partnership among our libraries, driving access to shared services and resources.

Vision

To support and inspire development, leadership, and innovation in our libraries.

Values

1. We strive to provide excellent service to advance all libraries.
2. We facilitate resource sharing and collaboration as we are stronger together.
3. We embrace equity, diversity, and inclusion and promote these principles for providing accessible library services to all.
4. We foster fiscal responsibility through robust purchasing power and proactive planning realizing a positive return on investment for our libraries.

Priorities

- **Leadership**: TLN will provide leadership at both the cooperative and statewide levels to foster collaboration for delivery of equitable services and access to libraries in Michigan.
- **Inclusive Culture**: TLN will reflect the diversity of the membership we serve and strive to realize an equitable organization.
- **Connection**: Members and employees will feel connected to one another and to the mission of TLN through open communication.
- **Engagement**: The TLN membership and offices will be actively engaged in defining our work together.
- **Infrastructure**: TLN will assess member needs and establish an infrastructure to move towards delivery of our mission and goals.
- **New Shared Resources**: Shared resources will be expanded in order to maximize the benefits of working together.
- **New Services**: TLN will work to identify new and expanded services in order to maximize benefits for all member libraries.

Approved by the TLN Board of Trustees, 6/17/2021, revisions approved 9/16/2021
TLN Goals for Fiscal Year 2023  
(October 1, 2022 – September 30, 2023)

1. Member and employee programming for Equity, Diversity, and Inclusion (EDI) Efforts
   - **Timetable:** Ongoing, annually. Programming opportunities will continue. Establish new Committee in 2023 Fiscal Year.
   - **Measure of Success:** Establishment of an ongoing working group to continue efforts, programming and otherwise.
   - **Values:** Equity, Diversity, and Inclusion (EDI)
   - **Priorities:** Leadership, Inclusive Culture, Engagement

2. Website expansion of online services.
   - **Timetable:** Fiscal Year 2023.
   - **Measure of Success:** All registration and marketing for events/programming will be fully incorporated into the website. Member survey about website will be distributed and assessed.
   - **Values:** Service, Fiscal Responsibility
   - **Priorities:** Connection, Engagement, Infrastructure, New Shared Resources

3. Integration of some Billing into new E-Commerce portal on Website
   - **Timetable:** Fiscal year 2022
   - **Measure of Success:** We will continue to work on incorporating various services and products into the online store to streamline ordering processes and make TLN sales easier both to members and internally. Online payments now accepted. Working in the coming year with TLN departments to move relevant purchasing and renewals to the website.
   - **Values:** Service, Fiscal Responsibility
   - **Priorities:** Infrastructure, New Shared Resources, New Services
4. Completion of Statewide ARPA Grant Project. TLN will submit final grant report in the 2023 fiscal year and we will have an audit performed on the grant, as required.

- **Timetable**: Fiscal Year 2023.
- **Measure of Success**: Report filed and audit completed satisfactorily.
- **Values**: Service, Collaboration, EDI, Fiscal Responsibility
- **Priorities**: Leadership, Connection, New Shared Resources

5. Implementation of new Affiliate Membership category and defined structure for affiliate member services cost recovery.

- **Timetable**: Fiscal Year 2023.
- **Measure of Success**: New Affiliate Members identified and made part of TLN, all services for Affiliate Members funded. The TLN Board, as advised by the TLN Executive Director, will set policies for affiliate members in the coming year. The Executive Director will identify potential affiliate members and move forward with signing up as many as relevant for services in the coming year.
- **Values**: Fiscal Responsibility
- **Priorities**: Leadership, Infrastructure, New Services


- **Timetable**: Fiscal Year 2023.
- **Measure of Success**: Complete project planning in Fall 2022 and full launch of new MAP in spring 2023 (in May, which is the start of the annual MAP season).
- **Values**: Service, Collaboration
- **Priorities**: Leadership, Shared Resources, New Services

7. Hold conversations with TLN Groups (Committees, Interest Groups, Communities), including discussions of newly approved language from the Plan of Service, and complete new shared rules of operation for all Groups.

- **Timetable**: Fiscal Year 2023.
- **Measure of Success**: Established new rules of operation for TLN Groups.
- **Values**: Service, Collaboration
- **Priorities**: Leadership, Inclusive Culture, Connection, Engagement, Infrastructure
8. Hire TLN Member Engagement position to assist with coordination of all member engagement efforts, including overview of TLN programming and annual events calendar and TLN Groups coordination and guidance.

- **Timetable:** Fiscal Year 2023.
- **Measure of Success:** Hire new employee, devise annual strategy, implement new rules of operation for TLN Groups. Establish procedures for event planning, including identification of roles and responsibilities. Assumption of responsibility for dissemination of communications and marketing for TLN.
- **Values:** Service, Collaboration, Fiscal Responsibility
- **Priorities:** Leadership, Inclusive Culture, Connection, Engagement, Infrastructure, New Shared Resources

9. Establish a new service for member libraries creating a substitute worker pool.

- **Timetable:** Fiscal Year 2023.
- **Measure of Success:** Member input received and new service established. Member libraries making use of the new service and seeing a reduction in difficulty for hiring temporary workers.
- **Values:** Service, Collaboration, EDI, Fiscal Responsibility
- **Priorities:** Inclusive Culture, Infrastructure, New Shared Resources, New Services

10. Establish a committee workgroup to review and make recommendations for the TLN Reciprocal Borrowing policy.

- **Timetable:** Fiscal Year 2023.
- **Measure of Success:** Completed review and report sent to members for review and input, and to the TLN Board for approval.
- **Values:** Service, Collaboration, EDI
- **Priorities:** Inclusive Culture, Infrastructure

11. Complete assessment of TLN Cataloging services, with special attention to foreign language materials, including costs, who will pay, policy changes.

- **Timetable:** Fiscal Year 2023.
- **Measure of Success:** Completed final assessment report and recommendations delivered to membership for review and input, and sent to the TLN Board for approval.
- **Values:** Service, Collaboration, EDI, Fiscal Responsibility
- **Priorities:** Inclusive Culture, Infrastructure