

**VALE Strategic Planning Retreat
March 15, 2002**

REPORT SUBMITTED BY

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Executive Summary

On March 15, 2002, the VALE Executive Committee held a full day strategic planning retreat. Approximately 40 individuals attended representing 32 institutions/organizations. The retreat's focus was to establish VALE's mission, to set strategic goals for the next 3-5 years, to explore funding strategies, and to discuss VALE's relationship to key NJ organizations. Marie L. Radford, Ph.D., Pratt Institute and Jennifer K. Lehr, Ph.D., Fairleigh Dickinson University, Madison, were facilitators. Results of the retreat were as follows:

- Two draft mission statements were created to be integrated into one mission statement:
 - The mission of VALE is to enrich the knowledge universe of the academic community statewide through collaboration, innovation, connectivity, and visibility.
 - VALE exists to provide statewide access to shared information resources for the New Jersey academic community in order to enhance excellence in learning and research through collaboration and leveraged resources,
- Thirteen goals for VALE were identified; the top three goals being:
 - To secure reliable and ongoing sources of funding.
 - To expand information resources/collection quality.
 - To increase visibility and awareness of VALE.
- A number of funding strategies were identified. Among them:
 - Traditional suggestions included: the securing of corporate, private, and federal grants, partnering with other organizations, and increasing the service fee.
 - Entrepreneurial suggestions included: vanity license plates, a lottery, embedded advertising on commercial Web sites, exploration of product development ideas.
 - To invite VALE Member Grants Officers to a Think Tank/ Summit Meeting.
- A list of suggestions for ways to enhance VALE's relationship to key NJ organizations was captured which centered on ways to explore and leverage mutual benefits. Among the suggestions were:
 - To form strategic alliances/partnerships to enhance funding,
 - To identify commonalities in resources with the NJ State Library,
 - To identify commonalities in services with library cooperatives/regions, and
 - To jointly sponsor programs to enhance visibility,
 - To identify areas of partnerships that are in line with VALE goals/missions, and to create a strategic planning process that makes sure this is accomplished.
- Recommendations for follow-up and next steps were suggested. These include:
 - Edit and refine VALE's mission statement. Seek input from all VALE members.
 - Identify objectives, measurements, and time frames, beginning with top 3 goals.
 - Return to list of funding strategies to identify and prioritize viable strategies.
 - Begin further investigation of the points raised for building better relationships with other key NJ organizations.

VALE Strategic Planning Retreat

March 15, 2002

I. Background

On Friday, March 15, 2002, the VALE Executive Committee sponsored a full day strategic planning retreat for the Council of NJ College and University Library Deans, Directors, and University Librarians. Approximately 40 individuals attended, representing 32 institutions/organizations (see Appendix A for a list of participants). The focus of the retreat was to establish VALE's mission and to set strategic goals for the next 3-5 years. Time was also spent exploring funding strategies and VALE's relationship to other key New Jersey organizations such as the New Jersey State Library, NJLA and NJEDGE. Marie L. Radford, Ph.D., Pratt Institute and Jennifer K. Lehr, Ph.D., Fairleigh Dickinson University, Madison, facilitated the retreat. Erin Finnerty, MLS student at Pratt Institute, assisted them

Prior to the retreat, attendees were asked to complete two worksheets. The first asked for input regarding key themes and words that should be included in VALE's mission statement. The second asked individuals to recommend goals and objectives that they view as being integral to VALE's growth over the next 3-5 years. (Sample worksheets can be found in Appendices B and C).

The retreat began at 9:00am and concluded at 4:00pm. Early on, special emphasis was placed on the *working* nature of the day's session and the necessity of staying on task in order to dedicate adequate time to the four broad tasks slated for the day:

- Developing a Mission Statement for VALE,
- Developing and prioritizing 3-5 year goals for VALE,
- Exploring and identifying funding strategies available to VALE, and
- Clarifying and discussing VALE's relationship to other key NJ organizations.

Subsequent sections of this report will detail the processes used and results obtained for each of these four tasks.

II. Developing a Mission Statement

A. Process

Before breaking into groups to begin the process of redefining VALE's mission statement, Marianne Gaunt, VALE Executive Committee Chair, provided a brief history of VALE and its accomplishments to date. Time was also spent discussing the importance of mission statements.


First, it was noted that a mission statement is a brief, concise statement which defines the role of the organization you are in, for whom it exists, and why. It is the organization's purpose and reason for existence and it defines its unique contribution.

Second, examples of mission statements that have been developed by other academic library consortia were distributed to the group (see Appendix D). These examples provided the opportunity for further discussion of the characteristics of a good mission statement:

- *Addresses opportunities,*
- *Inspires commitment,*
- *Is positive, exciting, and inspirational, and*
- *Is valid and fits with the abilities of the organization.*

Finally, the basic formula for a mission statement was set forth as a model to work from:
_____ organization exists to provide _____ for whom? And why?

After these brief comments, the larger group was split into groups and the following directions were displayed:



Creating a Mission Statement

The Basic Formula: VALE exists to provide *what* for *whom* and in *what* manner (what makes VALE distinctive and unique)?

- **Break into groups of 5 or 6**
- **Using Mission Statement Worksheets, discuss questions 1 - 4**
- **Share each person's list of 5 words; capture on a cling sheet**
- **Identify 8 words group agrees upon; capture on a new sheet**
- **Draft a mission statement using these 8 words**
- **Share your mission statement with the larger group**
- **Next steps: review, vote, & edit (editing off-site)**

B. Results

The group process began with sharing of responses to the following worksheet questions: What is the purpose of VALE? Who is VALE's target population? How is VALE distinctive and unique?

Next, individuals in each group shared the 5 words from the worksheet that they felt **must** be in VALE's mission statement. Groups were advised that these five words must, to some degree, identify the values of the organization. The vocabulary lists compiled by each of the six groups can be found in Appendix E.

Groups then identified eight words from the larger list the group could agree upon and using these words, began to craft a mission statement using the basic formula noted on the previous page. Each of the mission statements created by the six groups can be found in Appendix F

Teams shared their mission statements orally with the larger group and each individual was given a single black, adhesive "dot" to use for voting. After the statements were read aloud, individuals were given time to move about the room, read the statements (which has been captured on large cling sheets), and vote for the one statement which they felt best represented VALE's mission.

The following mission statement received the most support with 11 votes:

The mission of VALE is to enrich the knowledge universe of the academic community statewide through collaboration, innovation, connectivity, and visibility.

This statement that received 8 votes followed it:

VALE exists to provide statewide access to shared information resources for the New Jersey academic community in order to enhance excellence in learning and research through collaboration and leveraged resources.

A discussion period followed the exercise, during which, the larger group decided that it would like both of these drafts to move forward and be combined to form a single, unified statement. This discussion period also revealed some concern with the absence of the word library from both statements as well as concern about use of the word "academic" (does VALE want to serve a broader community?) and the words "knowledge universe" (what exactly does this mean? Will the ambiguity of this phrase be a turn-off to potential funding sources?). The comments were captured (see Appendix G) and should be used as the group moves forward with editing of the final statement.

III. Establishing and Prioritizing Goals

A. Process


Employing a process similar to the one used to develop a working VALE mission statement, the larger group was prepared to move forward with a brief discussion of the importance of establishing and prioritizing goals. The information below was also included on the worksheet distributed prior to the retreat.

A **goal** is a general statement of the desired solutions/specific result to a problem or issue. A goal:

- Covers a long time span relative to objectives,
- Can be either intangible or tangible,
- Should not predetermine the activities that will be required to achieve the goal, and
- Should be expressed as a desired outcome or condition to be achieved rather than as an action or process.

For example, one goal might be to increase public awareness of the VALE consortium. A second goal might be to enhance the educational experience of students of VALE members by providing a suite of authoritative electronic resources.

The larger group was once again divided into smaller working teams and the following directions were displayed:



3-5 Year Strategic Plan Establishing Goals

Goal Defined:


- A **goal** is a general statement of the desired solutions/specific result to a problem or issue.
- **Break into groups of 5 or 6**
- **Share & discuss Goals from your Worksheet**
- **Identify 3 goals group agrees upon**
- **Capture on cling sheets, 1 goal per sheet**
- **Share your goals with larger group**
- **Next steps: review, vote, edit, & prioritize**

B. Results

Groups were given a large block of time in which to share the goals that they prepared in advance and to select and agree upon 3 goals that the team would present to the larger group. Groups were smaller for this exercise, often comprised of only 4 or 5 individuals in order to afford greater opportunities for participation.

When the larger group was reconvened, each group took turns sharing the three goals they had written. At this point, all individuals assisted in a process of clarification and consolidation of


goals that resulted in a final set of 13 goals (see Appendix H) which individuals would then vote on.



Voting for Goals

- Each person gets 8 dots (votes)
- Place 1 or 2 dots on the goals you think are the most important
- Marie & Jennifer count & identify top 8 vote getters
- Next Step: Establish priorities for goals

Each person was given 8 blue, adhesive “dots,” and could place 1 or 2 of these dots on the goals they feel to be most important. This voting process resulted in a final listing of 8 goals with which the larger group would move forward. As a final means of further prioritizing these goals, each individual was given 4 red, adhesive “dots,” and the following directions were displayed:



Prioritizing Goals (During Lunch)

- Each person gets 4 red dots
- Place 1 dot on the goals you think are the most important
- Marie & Jennifer count & identify top vote getters
- Top vote getters = highest priorities
- Next Step: Identify Objectives & Timelines (off site)

This process revealed that the top three goals of VALE are:

1. To secure reliable and ongoing sources of funding (33 red dots).
2. To expand information resources/collection quality (32 red dots).
3. To increase visibility and awareness of VALE (25 red dots).

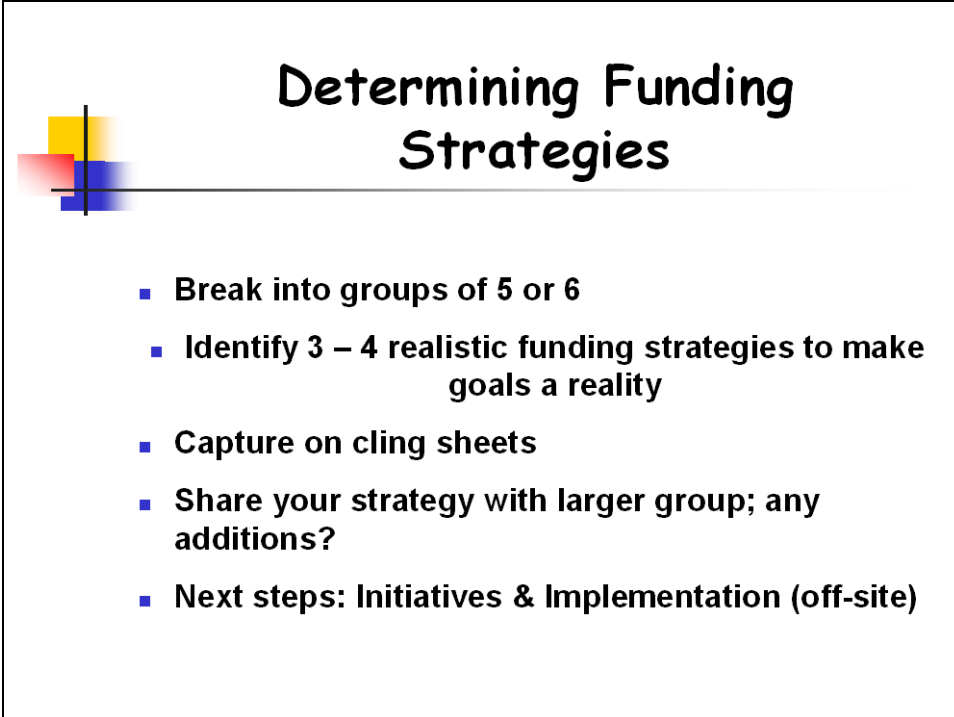
The next step will be to identify objectives, measurements, and timelines for each of these three goals, a task that will be completed off-site by the VALE Executive Committee.

IV. Exploration of Funding Strategies

A. Process

This segment required all of the creative energies present in the group as teams were asked to identify funding strategies while keeping in mind the current economic climate of the state.

Once more breaking into small groups, teams were asked to identify several funding strategies, keeping in mind the goals that had been set by the group earlier in the day. The following directions were displayed to guide each team:



Determining Funding Strategies

- Break into groups of 5 or 6
- Identify 3 – 4 realistic funding strategies to make goals a reality
- Capture on cling sheets
- Share your strategy with larger group; any additions?
- Next steps: Initiatives & Implementation (off-site)

C. RESULTS

Many innovative and creative funding strategies were uncovered during the course of this exercise. Traditional suggestions included: the securing of corporate, private, and federal grants, the formation of partnerships with other organizations, and increasing the service fee for members.

Some of the more entrepreneurial suggestions included: vanity license plates, a lottery, embedded advertising on Amazon.com, AOL, and/or Ebay, and exploration of product development ideas (e.g., ties, baseball caps, pens).

One well-received suggestion was to invite VALE Member Grants Officers to a Think Tank/ Summit Meeting. The proposed half-day session would not only help to identify grant opportunities, but would also serve as a means for increasing visibility and institutional commitment to the VALE program, its mission and goals (see Appendix I for the complete list of funding strategies generated).

VI. Clarification of Relationships to Other NJ Organizations

A. Process

After listening to Marianne Gaunt share a brief update of VALE progress and planning as well as comments from Pat Tumulty, Executive Director of NJLA, an open discussion was facilitated in order to capture concerns and perceptions regarding the current state of VALE's relationship to key NJ organizations.

B. Results

The active discussion generated a lengthy list of suggestions for ways to enhance VALE's relationship to key NJ organizations that centered on ways to explore and leverage mutual benefits among these organizations. Among the suggestions were:

- To form strategic alliances/partnerships to enhance funding,
- To identify commonalities in resources with the NJ State Library,
- To identify commonalities in services with library cooperatives/regions, and
- To jointly sponsor programs to enhance visibility,
- To identify areas of partnerships that are in line with VALE goals/missions, and to create a strategic planning process that makes sure this is accomplished.

A complete list of all suggestions can be found in Appendix J.

VII. Recommendations and Next Steps

After spending a full day with this group, it is clear that there is a great deal of commitment and a strong sense of unanimity among participants with regard to VALE's mission and goals. In order to take advantage of the forward momentum gained during the working retreat, we recommend that the VALE Executive Board take the following steps:

- Begin editing and refining VALE's mission statement. This statement should guide all future decisions and directions and as such, it is important to finalize the statement as soon as possible. Seek input from all VALE members before finalization to assure agreement.

- Return to the top three goals identified by the group: funding, expanding information resources and collection quality, and increasing awareness of VALE. In addition:
 - Begin to develop corresponding objectives, measurements, and timelines for top three goals,
 - Prioritize remaining goals and develop objectives, measurements, and timelines for these,
 - Plan to revisit goals, objectives, and timelines on a regular basis (every 6 months or as needed).
 - Create subcommittee on measurement. This subcommittee will be especially important as grant monies are sought and received.

- Return to the complete list of funding strategies.
 - Determine which suggestions are viable funding strategies.
 - Prioritize strategies, identifying those that could be implemented with relative ease.
 - Create sub-committee on funding.
 - Consider hiring a fund-raising consultant or grant writer as needed and/or explore ways to tap into member's institutional development offices.

- Begin further investigation of the points raised during the discussion of building better relationships with other key NJ organizations.
 - Plan one or two opportunities for collaborative projects/programs in the near future.
 - Plan one or two opportunities to extend the dialog begun with NJLA in the retreat and including representatives of the NJ State Library and NJEDGE.
 - Disseminate this report to NJ organizations as well as to the VALE membership.

VII. Conclusion

The VALE Strategic Planning retreat accomplished the following:

- Created rough draft Mission Statement/s,
- Identified and prioritized 13 goals,
- Identified a variety of funding strategies,
- Discussed the relationship of VALE to other NJ organizations.

To accomplish the above in a one-day retreat is an extraordinary accomplishment. It reflects the commitment, creativity, and hard work of the participants who shared their ideas, expertise, and enthusiasm for VALE.

APPENDIX A

Participants in Retreat

| | | |
|----------------|-----------|--|
| Avrin | Judy | VALE |
| Bualong | Grace | NJCU |
| Chervenie | Bro. Paul | College of St. Elizabeth |
| Ciliberti | Anne | William Paterson Univ. |
| Cohn | John | County College of Morris |
| Cohn | Judy | UMDNJ |
| Crocker | Jane | Gloucester County College |
| Dawson | Pat | Burlington County College |
| Doty | Marlene | Berkeley College |
| Dulepski | Deborah | Raritan Valley Comm. College |
| Finnerty | Erin | Pratt Institute (assistant to facilitators) |
| Gaunt | Marianne | Rutgers University |
| Getaz | Joan | Camden County College |
| Gewissler | Laura | Georgian Court College |
| Golden | Gary | Rutgers University |
| Hoover | Dave | Rutgers University |
| Jackson | Mark | Bloomfield College |
| Lehr | Jennifer | Fairleigh Dickinson University (facilitator) |
| Lin Hunt | Judith | Montclair State University |
| MacRitchie | Andrea | Union County College |
| Madacsi | Nancy | Centenary College |
| Martin | Marilyn | Rowan University |
| Murray | David | Brookdale Community College |
| O'Rourke | Kerry | UMDNJ |
| Ostar | Louis | Middlesex Community College |
| Oubraham | Ourida | Stevens Institute |
| Parker | Ellen | Atlantic Cape Community College |
| Patterson | Grace | Hudson County Community College |
| Pavlovsky | Taras | The College of New Jersey |
| Pinto | David | Richard Stockton College |
| Price | Pamela | Mercer County Community College |
| Radford | Marie | Pratt Institute (facilitator) |
| Rothstein | Pauline | Ramapo College |
| Scrimgeour, | Andrew | Drew University |
| Simpson Darden | Barbara | Kean University |
| Skica | Jan | UMDNJ |
| Sweeney | Rich | NJIT |
| Tran | Susan | UMDNJ |
| Tumulty | Pat | NJLA |
| Wolf | NJ | Bergen Community College |

VALE RETREAT

March 15, 2002

VALE Goals Worksheet

Please complete this worksheet and bring with you to the VALE Retreat on March 15, 2002. Below, list what you believe to be 3 important goals for VALE over the next 3-5 years.

To make sure everyone is on the same page, a definition and an example follow.

Definition:

A **goal** is a general statement of the desired solutions/specific result to a problem or issue. A goal:

- Covers a long time span relative to objectives;
- Can be either intangible or tangible;
- Should not predetermine the activities that will be required to achieve the goal;
- Should be expressed as a desired outcome or condition to be achieved rather than as an action or process.

Examples:

To increase public awareness of the VALE consortium.

To enhance the educational experience of students of VALE members by providing a suite of authoritative electronic resources.

These should be among VALE's goals & objectives for the next 3-5 years:

GOAL 1:

GOAL 2:

GOAL 3:

VALE RETREAT
March 15, 2002

VALE Mission Statement Worksheet

Please complete this worksheet and bring with you to the VALE Retreat on March 15, 2002. Please keep your answers short and specific. Thank you!

1. What is the purpose of VALE? _____

2. Who is VALE's target population? _____

3. How is VALE distinctive and unique? _____

4. Keeping your answers for questions 1 through 3 in mind, list five words that you feel **must** be in VALE's mission statement. These five words should, to some degree, identify the **values** of the organization.

For your reference, this is VALE's current statement:

VALE: Statement of the VALE Project (www.valenj.org)

The VALE Project calls for the consortium to use matched state bond funds to develop inter-institutional information connectivity and collaborative library application projects among its members. VALE's objective is to help institutions meet the demands of students and faculty for access to scholarly materials. Through cooperation and leveraged purchasing, and through the use of collaboration and cutting-edge technology, VALE seeks to provide a seamless network of access to shared electronic academic information resources throughout the state of New Jersey. This exciting concept has been enthusiastically endorsed by the New Jersey State Library, the New Jersey Library Association, and the Council of New Jersey College and University Library Directors. The VALE Project will provide a level of information access to academic resources that has been unknown in New Jersey.

VALE Retreat
March 15, 2002

Sample Consortia Mission Statements

VIVA's Mission (www.gmu.edu/library.fen/viva/about.html#mission)

VIVA's mission is to provide, in an equitable, cooperative and cost effective manner, enhanced access to library and information resources for the Commonwealth of Virginia's non-profit academic libraries serving the higher education community.

**GALILEO Mission (www.usg.edu/galileo/vision.phtml)
A Vision for One Statewide Library: GALILEO**

Goals

- To ensure universal access to a core level of materials and information services for every student and faculty member in the University System of Georgia—regardless of geographic location, size of institution, or mode of instructional delivery: traditional residential, off-campus, or distance learning.
- To improve information services and support through increased resource sharing among University System libraries, thus providing a greater return on investment.
- To provide the necessary information infrastructure so that all students in rural or metropolitan settings in the University System can be better prepared to function in an information society.
- To enhance the quality of teaching, research, and service by providing worldwide information resources to all faculty.
- To ensure that adequate PeachNet bandwidth and statewide backbone are available to campuses to support library activities.
- To place the University System in the forefront of library information technology, enhancing its reputation, along with PeachNet and distance education.

Other Library Mission Statements (<http://www.shylibrarian.com/missionstatements.htm>)

1. The mission of the Library is to serve as a *cathedral of human knowledge*— an accessible database of knowledge that serves as the community's memory—and as an information and knowledge safety net, while providing materials, programs, and services to the people of the community.
2. Our Mission... To provide access to ideas, information and service for our community. Our Pledge... To promote literacy, learning and enrichment for all ages, genders, and sexual orientations; To provide courteous, efficient and quality service to all; To provide a broad range of resources responsive to the diverse and changing needs of our community; To provide a knowledgeable, committed and caring staff; and To manage our resources in a responsible, cost effective manner. To provide access to ideas, information and service for our community.
3. The Library will be a reliable community resource and a center of intellectual freedom serving the residents by acquiring, organizing and disseminating books, non-print materials and services that help educate, enrich, entertain and inform.

APPENDIX E

Mission Statement Vocabulary

Access, Service, Cost-Effectiveness, Information, Entrepreneurial, Learning, Advocacy, Collaboration, State-Wide

Access, Scholarly, Savings, Cooperation, Statewide, Collaboration, Promote, Develop, Enhance, Improve, Information, Shared, Growth, Political, Equity

Service, Resources, Excellence, Statewide, Access, Collaborate, Virtual/Electronic, Academic, Network, Support, Shared, Educate/Learning, Information, Equity, Leverage, Integrated, Instruction (Info. Literacy)

Access, Consortium, Collaboration, Cooperative, Academic/Scholarly, Electronic Access, Study/Research, Virtual, Cutting-edge Technology, Information Resources, Library, Synergy, Superior, Leverage

Dynamic, Inclusive, Sharing/Equitable, Education/Academic, Technology, Students, Access, Scholarship, Collaborative, Users, Purchasing Power, Service, Supportive, Cooperative, Equitable, Academic, Scholarly, Cost-Effective

Leverage, Inclusion, Synergism, Innovation, Influence, Service, Provide, Enrich, Inform, Cost-effective, Collaborative, Support, Creation, Visibility, Effective, Knowledgeable, Connectivity, Statewide (NJ)

APPENDIX F

Mission Statement Drafts and Voting Outcome

Mission statements presented in order of votes received.

The mission of VALE is to enrich the knowledge universe of the academic community statewide through collaboration, innovation, connectivity, and visibility (Eleven votes).

VALE exists to provide statewide access to shared information resources for the New Jersey academic community in order to enhance excellence in learning and research through collaboration and leveraged resources (Eight votes).

VALE, the Virtual Academic Library Environment, is a dynamic, grassroots consortium of academic libraries that fosters cooperation, and through leveraged purchasing collaboration and cutting edge technology provides a seamless network of access to shared information resources to the higher education community of New Jersey (Five votes).

VALE is a consortium of academic libraries cooperatively dedicated to providing enhanced access to scholarly materials for the academic community of New Jersey in an equitable, cost-effective and cooperative manner (Four votes).

VALE exists to promote cooperation and enhance access to, and sharing of, information resources for the New Jersey Higher Education community (Four votes).

VALE exists to provide electronic information and to share resources for the higher education community and citizens of New Jersey in an entrepreneurial, cost-effective, and cooperative environment (Three votes).

APPENDIX G

Mission Statement Discussion

- The word 'library' is missing from the top vote-getter
- Should spell out VALE
- Questioning the Focus of the statement– 'academic' or broader?
- Does 'higher ed.' embrace broader concept?
- What about the role of community education?
- Enrich knowledge universe – what does this mean?
- Enhance rather than "enrich"
- Make accessible – this phrasing "knowledge universe" isn't very accessible to most users of the VALE system
- Visibility of the Library Community (means to an end, not an end)
- Funding – how will this statement help secure funding
- Communication
- Public relations
- Influence
- Cost-effectiveness
- Save money
- "Enhanced excellence in learning and research"

APPENDIX H

Results of Goals Exercise

A. Funding (45 blue, 33 red)

- Expand VALE's influence, visibility and funding.
- To establish a steady and robust revenue stream with the state of NJ that will enable VALE to further its mission.
- Explore ongoing and alternative funding sources to support VALE programs and services.
- To ensure stable funding for VALE.
- To secure support from stakeholders and funding sources.
- To develop an effective funding stream that ensures the ongoing expansion of VALE services.

B. Expand information resources/collection quality (39 blue, 32 red)

- Expand access to electronic information instructional resources.
- To provide a collection of quality electronic resources to all members.
- To expand the amount of information resources available.
- To provide an array of scholarly information resources through a collaborative process of needs assessment and evaluation.

C. Increase visibility and awareness (35 blue, 25 red)

- Enhance the visibility of VALE services in the State of New Jersey through advocacy, marketing, and public relations activities.
- To increase the awareness (professional, legislative, public-at-large) of VALE.

D. Develop and expand expert informational and instructional services. (23 blue, 13 red)

E. To develop outcome measures for the information literacy efforts of VALE libraries including support for remote users. (23 blue, 10 red)

F. Fund a suite of undergraduate resources. (22 blue, 9 red)

- Fund a suite of undergraduate databases
- Promote seamless access for the academic community to an expanding core of authoritative electronic resources.

G. Promote effective use of resources (22 blue, 9 red)

- To enhance the ability of users to find, evaluate and use information resources.
- To promote effective use of VALE resources (hidden agenda: information literacy).

H. Strategically place the academic library as vital and indispensable to higher education (20 blue, 5 red).

I. Enhance VALE's mission through collaboration with institutions outside of higher education. (14 blue)

J. Fund a full-time staff. (12 blue)

K. Develop and support incubator projects; yearly high-tech project. (8 blue)

L. To explore other applications in order to maximize potential of current VALE server. (5 blue)

M. Expand the cost-effective services provided to member libraries. (4 blue)

APPENDIX I

Results of Funding Strategies Exercise

- Grants
 - Corporate, Foundation, and Federal Grants and Targeted Activities
 - Grants (government, private, all levels)
 - Self-Funded Grants
- Statewide Advocacy Plan for All Libraries
- Entrepreneurial:
 - Corporate Sponsorship, Embedded Advertising (Amazon, Ebay, etc.)
 - Product Development (ties, baseball caps, pens, etc.)
- Friends of VALE
- Lottery, Voluntary
- Contribution Box on Tax Form
- Vanity License Plates
- AOL and Other ISP Producers on Customer Billing
- School Alumni Offices as Contribution Choice
- Spokesperson From NJ Pro Team
- Corporate On-going Contributions
- Hire Fund-raising Consultants
- Invite VALE Member Grants Officers to a Think Tank/ Summit Meeting
- Increase Service Fee to Members
- Identify a Legislative Champion to Promote VALE Funding
- Establish a Separate 501.C3 Arm of VALE Called: Information Literacy NJ for Fund Raising,
- Seek State Funding to Make NJ the Highest Information Literacy Rate in the US – “Campaign High Knowledge Jobs NJ”

- Seek Corporate Foundations/Individual Donations From Annual Award Dinners, Golf Outings, Events
- Mandate Percentage of State Higher Education Annual Allocation to VALE
- Partner With Another Consortium
- Hold Fundraisers, Member Funding, Industry Partnerships, Corporate Sponsorship
- Put VALE projects into the opportunity lists of our campus development staff
- Build an endowment for VALE
- Pursue state funding for underwriting electronic databases
- Collaborate with NJ Library network (shared vision) and EDGENET

APPENDIX J

Results of Discussion of Relationship to Key NJ Organizations

- To form strategic alliances/partnerships to enhance funding
- To identify commonalities in resources with the NJ State Library
- To identify commonalities in services with library cooperatives/regions
- To jointly sponsor programs to enhance visibility (e.g., continuing education)
- To identify areas of partnerships that are in line with VALE goals/missions, and to create a strategic planning process that makes sure this is accomplished
- To define process to ensure that agendas mesh, joint membership on committees, etc, so that planning is in synch
- To ensure that NJLA orient towards organizations as well as organizations (e.g., organizational representatives on executive board,
 - 90% advocacy work is done for organizations
 - Programs individually focused
- To focus primary relationship within member institutions; need to pay attention to home institution and internal advocacy
- To expand relationship to regions, increase interaction, representation
- To increase communication/enhance relationship with NJEDGE, explore interrelationships
- To explore relationship with State Library. How can they help us? Which VALE members are open to public? Let Trenton know – promote visibility
- To explore mutual benefits with other NJ institutions
- To identify VALE's role in remote/on-campus literacy in non-traditional formats
- To explore VALE's relationship to NJ Virtual University and NJEDGE, VALE needs to be in loop