

# Ohioana Library

## WHO WE ARE:

At the Ohioana Library Association, we work to promote, preserve, and increase awareness of Ohio literature. Ohio has long been one of America's great literary centers, and the state continues to produce an impressive body of written works and authors. Whether it's through our unique events and programming, our extensive library collection, or our review publications, everything we do is with the goal of connecting readers and Ohio writers.

## VISION: *(What Ohio will look like when our purpose is largely realized.)*

Ohio is recognized as one of America's greatest literary centers.

## STAKEHOLDERS: *(Who we serve.)*

Ohio writers & readers of all ages

## PURPOSE: *(The difference we are trying to make in Ohio. Intersection of need and Ohioana's unique ability to fulfill it.)*

Ohio is recognized as the gateway for engaging with, learning from, and writing great literature.

## MISSION: *(Our core strategy or strategies that must be undertaken to fulfill the purpose.)*

Connecting readers with Ohio writers.

# Ohioana Library Strategic Plan, 2020 – 2023

## Key terms:

**Goal:** What we want to do or accomplish (high-level)

**Pillar:** How we plan on accomplishing our goal (high-level)

**Action step:** Specific objective that aligns with overarching goal

**Measurement:** Quantifiable indicator of success to compare against how we actually did

## **GOAL 1: Facilitate relevant, engaging programs focused on connecting readers with Ohio writers.**

### **Pillar One: Create new programming that reaches new audiences.**

**Action Step:** Have one new standalone event each year in a city outside of Columbus (i.e. 90<sup>th</sup> Birthday Event in Cincinnati)

**Measurement:** Number of events (updated list)

**Owner:** Program Coordinator, Marketing committee

**Action Step:** Start an evening or weekend book club in addition to current book club

**Measurement:** Start new club by fall 2020

**Owner:** Librarian, Library committee

**Action Step:** Add digital accessibility to existing or new book club offerings

**Measurement:** Offer digital options by fall 2020

**Owner:** Librarian, Library committee

### **Pillar Two: Evolve current programming offer.**

**Action Step:** Diversify panel and programming offerings at Ohioana Book Festival (OBF)

**Measurement:** Have D&I committee review panel and programming/outreach schedule for OBF, starting with the 2020 OBF

**Owner:** Program Coordinator, Diversity and Inclusion committee

**Action Step:** Increase engagement of literary community and general public for Book Awards  
**Measurement:** 5% increase of attendance for 2020 Awards  
Enact incentive for early purchase of tickets  
• Possible ideas: lower ticket price or bonus cocktail hour with authors  
**Owner:** Program Coordinator, Office Manager, Marketing committee

**Pillar Three: Increase fundraising associated with programming.**

**Action Step:** Find new sponsor(s)  
**Measurement:** Find at least one new sponsor for each year's Awards and OBF  
**Owner:** Executive Director, Development committee

**Action Step:** Create new support component like "Friends of the Festival"  
**Measurement:** Have in place for 2021 OBF  
**Owner:** Executive Director, Development committee

**GOAL 2: Ensure sound governance for leading the Ohioana Library into 2023.**

**Pillar One: Re-evaluate existing policies and procedures for staff and board. (Internal Governance)**

**Action Step:** Attract and retain talent within the staff  
**Measurement:** Review and update personnel policy by summer board meeting 2021  
**Owner:** Executive Director, Personnel committee

**Action Step:** Develop succession planning for Executive Director  
**Measurement:** Have committee for succession planning established by 2021 annual meeting  
**Owner:** Executive Director, Executive committee

**Action Step:** Explore Board structure and member responsibilities  
**Measurement:** Review governing documents and research structures/processes used by other organizations by summer board meeting 2021  
**Owner:** Executive Director, Executive committee

**Action Step:** Restructure committees to reflect strategic goals for each by using survey to gauge interests  
**Measurement:** Done by 2021, and adjusted as needed prior to each annual meeting  
**Owner:** Executive Director, Board President

**Pillar Two: Increase engagement outside of internal staff and board (External Governance)**

**Action Step:** Diversify our budget by securing funding beyond State funds  
**Measurement:** Increase private funding to be equal or greater than operating funds from State by 2023  
**Owner:** Executive Director, Development committee

**Action Step:** Refine awards process and participant roles  
**Measurement:** Have in place by 2021 process  
Have one new screener per category for 2020 Awards  
**Owner:** Executive Director, Librarian, Awards committee

**Action Step:** Create specific internship opportunities based on strategic goals  
**Measurement:** Hire one or two interns each year  
**Owner:** Program Coordinator, Personnel committee

**GOAL 3: Leverage storytelling and marketing efforts to engage influencers and decision makers.**

**Pillar One: Enforce consistent messaging and introduce current communication pieces.**

**Action Step:** Equip internal stakeholders with strategic plan and core messages (especially around diversity and inclusion messaging)

**Measurement:** By 2020 fall board meeting

**Owner:** Office Manager, Strategic Plan committee (Marketing committee and Diversity and Inclusion committee will finalize any remaining messaging in 2021)

**Action Step:** Make *Ohioana Quarterly* more accessible

**Measurement:** Add website-wide searchable tags for 2021 *Quarterlies*

**Owner:** Program Coordinator, Marketing committee

**Action Step:** Standardize membership messaging and communication

**Measurement:** By 2021 annual meeting

**Owner:** Office Manager, Marketing committee

**Pillar Two: Develop a strong promotional marketing portfolio.**

**Action Step:** Create digital ads and event-specific marketing in relevant online locations

**Measurement:** Approach bookstores statewide for 2021 Festival and Award collaborations or features to promote Ohioana

**Owner:** Office Manager, Marketing committee

**Action Step:** Create Ohioana "At a Glance" piece

**Measurement:** Compile needed stats and info for 2020 fall board meeting

**Owner:** Executive Director, Legislative Affairs committee, Marketing committee

**Pillar Three: Utilize library collection and expand reach of collection**

**Action Step:** Utilize collection in online spaces more frequently

**Measurement:** New online exhibit every calendar year

**Owner:** Program Coordinator, Library committee

**Action Step:** Feature collection in blog or *Quarterly* regularly

**Measurement:** Create collection feature in *Summer* and *Winter Quarterlies*

At least two collection-centric blog posts per year

**Owner:** Librarian, Library committee

**Action Step:** Feature physical collection exhibit at an Ohioana event or partner location

**Measurement:** Exhibit organized and displayed in 2022

**Owner:** Program Coordinator, Librarian, Library committee, Marketing committee

**GOAL 4: Engage a robust community of Ohio writers and readers that intentionally celebrates diversity in all ways.**

**Pillar One: Increase Diversity and Inclusion (D&I) in all stakeholder groups.**

<b>Action Step:</b>	Research state demographics to serve as a benchmark for D&I efforts
<b>Measurement:</b>	Have current state demographics documented by the 2021 OBF
<b>Owner:</b>	Executive Director, Diversity and Inclusion committee
<b>Action Step:</b>	Increase diversity among our author network
<b>Measurement:</b>	Create plan for collecting data starting with 2021 OBF
<b>Owner:</b>	Executive Director, Diversity and Inclusion committee, Book Festival committee
<b>Action Step:</b>	Increase diversity among our members (readers)
<b>Measurement:</b>	Five members per county by 2023
<b>Owner:</b>	Executive Director, Diversity and Inclusion committee, Marketing committee
<b>Action Step:</b>	Increase diversity on our Board of Trustees
<b>Measurement:</b>	Nominating and Diversity committees collaborate for 2021 Board nominations
<b>Owner:</b>	Executive Director, Diversity and Inclusion committee, Nominating committee

**Pillar Two: Expand our partnerships and collaborative opportunities.**

<b>Action Step:</b>	Involve more colleges and universities
<b>Measurement:</b>	One new college or university partner for 2021 OBF
<b>Owner:</b>	Program Coordinator, Marketing committee
<b>Action Step:</b>	Collaborate with minority-owned businesses (grounded in D&I report insights) to participate with events, etc.
<b>Measurement:</b>	Two new collaborations each year, starting in 2021
<b>Owner:</b>	Executive Director, Diversity and Inclusion committee, Development committee
<b>Action Step:</b>	Create more opportunities for author engagement
<b>Measurement:</b>	Create an author engagement “taskforce” (4-6 staff, Board members, or authors) by July 2021
<b>Owner:</b>	Executive Director, Diversity and Inclusion committee, and eventually the created taskforce
<b>Action Step:</b>	Develop more ways to support the literary community, financially or educationally
<b>Measurement:</b>	Create one new initiative by 2023 with guidance from the Finance committee
<b>Owner:</b>	Office Manager, Finance committee

***Additional ideas for future action items***

- *Develop a literary community database? Position Ohioana as a hub of literary resources from across Ohio.*
- *Make the website ADA compliant.*
- *Look into how colleges/universities are getting into community engagement as curriculum*
- *Create an ad hoc committee for education and programming?*