

## **NEOS Strategic Plan, 2004-2007**

### **VISION**

*NEOS: a dynamic and evolving model for library cooperation and resource sharing*

### **MISSION**

*NEOS is a cooperative consortium of member libraries providing access to information in a cost-effective manner. It does so through the sharing of people, technology, collections and other resources. In doing so, NEOS provides a strong voice for its members and its clients.*

### **VALUES AND GUIDING PRINCIPLES**

*As a consortium of member libraries we are committed to the following values and guiding principles:*

#### ***Progressive***

*We embrace innovative solutions for the enhancement of access and client services.*

#### ***Collaboration***

*We collaborate to share our resources, our ideas, our expertise, and our knowledge to deliver quality services to our clients.*

#### ***Accountability***

*We are responsible to member libraries, their clients and home institutions for our decisions and actions.*

#### ***Fairness***

*We reach equitable decisions through open and respectful discussions aimed at maximum benefits for our clients.*

#### ***Advocacy***

*We advocate the benefits of cooperation and resource sharing to member institutions and the broader community.*

#### ***Integrity***

*We demonstrate integrity in our interactions, internally and externally, through mutual trust and ethical behaviour.*

**This NEOS Strategic Plan 2004-2007 defines broad objectives, strategies and actions for NEOS.**

**In 2007 NEOS will be a demonstrably successful consortium of libraries, with effective governance and a clearly defined membership structure, providing appropriate and innovative services to meet the needs of members and their clients.**

# **1. NEOS is a model of a successful library consortium.**

**OBJECTIVE: To achieve effective means of measuring and demonstrating NEOS' success.**

## **1.A. STRATEGY: Define success.**

### **ACTION 1.A.1**

Investigate how other library consortia measure success.

Responsibility: NEOS Manager

Target Date: October 2004

## **1.B. STRATEGY Develop evaluation tools.**

### **ACTION 1.B.1**

Create an evaluation task force to design and implement an assessment program.

Responsibility: Executive

Target Date: November 2004

### **ACTION 1.B.2**

Develop qualitative measures.

Responsibility: Evaluation Task Force

Target Date: March 2005

## **1.C STRATEGY Implement evaluation.**

### **ACTION 1.C.1**

Conduct evaluation, to include internal stakeholders and the external community.

Responsibility: Evaluation Task Force

Target Date: July 2005

### **ACTION 1.C.2**

Analyze evaluation results

Responsibility: Evaluation Task Force with Executive

Target Date: August 2005

### **ACTION 1.C.3**

Disseminate results to the NEOS, external and larger communities as appropriate.

Responsibility: Executive with Communication Committee

Target Date: December 2005

### **ACTION 1.C.4**

Develop recommendations to meet member needs.

Responsibility: Executive with Evaluation Task Force

Target Date: March 2006

### **ACTION 1.C.5**

Develop and implement an annual assessment strategy.

Responsibility: Executive

Target Date: September 2006

## **2. NEOS has a membership structure that serves the needs of the consortium and its members.**

**OBJECTIVE:** To clearly define membership structure and strategies, including financial requirements.

### **2.A STRATEGY** **Identify other consortial membership structures.**

#### **ACTION 2.A.1**

Examine membership structures of other consortia.

Responsibility: Membership and Alliances Advisory Group

Target Date: September 2004

#### **ACTION 2.A.2**

Present a range of membership structures suitable for NEOS.

Responsibility: Membership and Alliances Advisory Group to Executive

Target Date: October 2004

### **2.B STRATEGY** **Determine membership strategies in terms of growth and/or maintenance.**

#### **ACTION 2.B.1**

Analyze current membership in terms of library type, size, geographic scope etc.

Responsibility: NEOS Manager with Membership and Alliances Advisory Group

Target Date: September 2004

#### **ACTION 2.B.2**

Survey current members.

Responsibility: Membership and Alliances Advisory Group.

Target Date: December 2004

#### **ACTION 2.B.3**

Establish clear membership criteria and guidelines and a revised funding formula/fee structure.

Responsibility: Membership and Alliances Advisory Group.

Target Date: January 2005

### **2.C STRATEGY** **Develop a membership structure and strategy that serve the needs of the consortium and its members.**

#### **ACTION 2.C.1**

Develop a membership structure and strategy proposal.

Responsibility: Executive

Target Date: April 2005

#### **ACTION 2.C.2**

Present the proposed membership structure, strategy and revised funding formula to NEOS Directors.

Responsibility: Executive  
Target Date: May 2005

## **2.D STRATEGY**

**Implement the new membership structure and strategy.**

### **ACTION 2.D.1**

Revise the Governance Structure to reflect the new membership structure and strategy.

Responsibility: Governance Advisory Group  
Target Date: August 2005

### **ACTION 2.D. 2**

Present the Governance Structure document to Executive.

Responsibility: Governance Advisory Group  
Target Date: September 2005

### **ACTION 2.D.3**

Present proposed Governance Structure document to Directors for approval.

Responsibility: Executive  
Target Date: September 2005 – Special Meeting

### **ACTION 2.D.4**

Reassess current members and re-assign to new membership categories as appropriate.

Responsibility: Executive  
Target Date: November 2005

## **3. NEOS provides appropriate and innovative services for members and their clients.**

**OBJECTIVE: Identify and implement appropriate and innovative services to meet client needs.**

### **3.A. STRATEGY**

**Identify appropriate and innovative services**

#### **ACTION 3.A.1**

Identify key players in the library community who are knowledgeable about emerging technologies and services.

Responsibility: Executive  
Target Date: September 2004

#### **ACTION 3.A.2**

Create an Innovation Task Force.

Responsibility: Executive  
Target Date: October 2004

#### **ACTION 2.A. 3**

Identify potential appropriate and innovative services and develop a NEOS innovation

plan.  
 Responsibility: Innovation Task Force  
 Target Date: April 2005

### **ACTION 3.A.3**

Recommend a path/plan for appropriate and innovative services.

Responsibility: Innovation Task Force to Executive  
 Target Date: April 2005

## **3.B. STRATEGY**

**Implement plan for appropriate and innovative services**

### **ACTION 3.B.1**

Implement plan for appropriate and innovative services.

Responsibility: Executive to appropriate Working Groups  
 Target Date: Spring 2006

## **4. NEOS is a leader in the provincial consortial landscape.**

**OBJECTIVE: To clarify and enhance relationship synergy with TAL and other provincial library consortia.**

### **4.A STRATEGY**

**Arrange annual meetings between TAL and NEOS Executives.**

#### **ACTION 4.A.1**

Schedule 2004 joint meeting.

Responsibility: NEOS Manager  
 Target Date: June 2004 and ongoing

### **4.B STRATEGY**

**Liaise with existing and developing library consortia within Alberta.**

#### **ACTION 4.B.1**

Monitor provincial library landscape for existing and developing consortia.

Responsibility: NEOS Manager  
 Target Date: Ongoing

#### **ACTION 4.B.2**

Report consortial developments to NEOS Executive.

Responsibility: NEOS Manager  
 Target Date: Ongoing

#### **ACTION 4.B.3**

Liaise with provincial consortia as appropriate.

Responsibility: NEOS Manager and/or Alliances Advisory Group  
 Target Date: Ongoing