



# WILLARD LIBRARY

## 2017 – 2022 STRATEGIC PLAN

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### FROM THE DIRECTOR

For more than 175 years, Willard Library has stood for citizenship, curiosity, empathy, community, and excellence. These values never change, but people do.

Over the last several years, technology has changed the way people consume content and connect with each other. Willard Library intends to lead that change.

This strategic plan establishes a series of goals to do just that. They're ambitious, and we'll need the community's help in achieving them. For the first time, you'll see a vision statement for the entire community as part of this strategic plan.

Willard Library is honored to serve the residents of Battle Creek Public Schools, Harper Creek Community Schools, the Lakeview School District, and Pennfield Schools—a large and diverse area that encompasses the city, suburban neighborhoods, and rural areas. We hope you'll join us in creating a proud, inspired Battle Creek.

If you think Willard Library is only about books, then you are missing out. I hope you will stop by and re-discover your public library and the world of possibilities that it offers. You might be surprised.

— Leah Dodd, Willard Library Director

#### **STRATEGIC PLAN STEERING COMMITTEE**

- Alisha Daugherty*, staff
- Adam Dingwall*, community member
- Leah Dodd*, director
- Lisa Garcia*, staff
- Wanda Graves*, staff
- Cathy Lucas*, assistant director
- Michael McCullough*, staff & plan facilitator
- Kristine Pioch*, staff
- Amanda Paffhausen*, staff
- J.R. Reynolds*, community member
- Susan Schroeder*, staff

#### **WILLARD LIBRARY BOARD OF TRUSTEES**

- Kathleen Baker*, Battle Creek Public Schools
- Michelle Herzog*, Pennfield Schools
- James Keefer*, Harper Creek Community Schools
- Robert Ward*, Lakeview Community Schools
- Judith Williamson*, Battle Creek Public Schools

## MISSION

***We create a community of readers and a world of possibilities.***

## OUR VISION FOR THE COMMUNITY

***A proud, inspired Battle Creek.***

## OUR VALUES

We are guided by these shared values in everything we do:

- Citizenship — We are defenders of intellectual freedom, democracy, and equality.
- Curiosity — We strive to support every resident’s potential to create and discover.
- Empathy — We model compassion for our guests and for each other.
- Community — We are committed to elevating Battle Creek.
- Excellence — We strive for the ideal outcome in everything we do.

## STRATEGIC INITIATIVES FOR GROWTH

### **I. WILLARD LIBRARY IS A LEADER IN PROMOTING DEMOCRACY AND INTELLECTUAL FREEDOM.**

*We are committed to building an informed and engaged community and providing safe space where participation in civic life is open to all.*

**Goal 1:** Willard Library is a go-to place for learning.

**Goal 2:** Our collection is an essential and evolving resource for advancing community conversations and aspirations.

**Goal 3:** We provide a strong foundation for literacy for all children.

**Goal 4:** Civic engagement and participation are cornerstones of the library’s purpose.

**Goal 5:** We are champions for equal opportunity.

## **II. WE UNDERSTAND AND COLLABORATE WITH OUR COMMUNITY.**

*We build partnerships to make a difference in people's lives.*

**Goal 1:** Willard Library has strong partnerships with diverse communities, organizations, and institutions.

**Goal 2:** Our programming responds to the needs and wants of community residents at all life stages.

**Goal 3:** We tell Battle Creek's story.

**Goal 4:** We foster collaborations that further educational outcomes and economic opportunities for all residents.

## **III. WE ARE A PLACE TO UNWIND, MEET PEOPLE, HAVE FUN AND CREATE.**

*We offer a place for relaxation and entertainment that is welcoming to all.*

**Goal 1:** Willard Library provides a safe, secure environment for guests and staff.

**Goal 2:** Our buildings offer casual settings for conversation, collaboration, and media consumption.

**Goal 3:** We create destinations that add vibrancy to Battle Creek's downtown and neighborhoods.

## **IV. WE ARE AN INNOVATIVE ORGANIZATION THAT EMBRACES TECHNOLOGY.**

*We invest in our staff, technology and infrastructure to advance our culture and to improve service.*

**Goal 1:** Willard Library is a technological "playground" that inspires and encourages creativity.

**Goal 2:** We provide creative environments for all age groups.

**Goal 3:** We are leaders in adoption of digital media, technology, and communications.

**Goal 4:** We develop a strong digital brand through products and social media.

## **V. WE ARE A HIGH-PERFORMING TEAM.**

*Our people have solid and deep trust in each other and are working toward the same goals.*

**Goal 1:** Willard Library offers professional development opportunities at all organizational levels.

**Goal 2:** Core competencies are shared by all Willard Library staff.

**Goal 3:** We have widely accepted norms for how we interact with each other and guests.

**Goal 4:** Our workforce reflects our community.

**Goal 5:** Everybody understands team goals and their roles in achieving them.

**Goal 6:** We have a sense of unity and connection among all employees.