**Foundational Elements:**

**Mission (Revised)**

The CSU Libraries collaborate, innovate, and leverage opportunities to advance learning, discovery, knowledge creation, and the public good through the provision of equitable library services, expertise, and information resources.

**Vision (Revised)**

The CSU Libraries enrich the learning environment throughout the California State University, inform and educate communities, and elevate knowledge and scholarship by connecting people and ideas.

**Statement of Purpose (Revised)**

Members of the Council of Library Deans **(**COLD), in conjunction with key partners, support, act, and collaborate to initiate and facilitate efforts of shared interest and value to the CSU.

**Impact Statement (Revised)**

Our collaborations result in an inclusive, welcoming, and supported CSU that can best learn, create, and innovate.

**Strategic Priorities:**

By focusing on the following three priorities, COLD leverages its collaborative spirit to support the people of the CSU’s libraries, to enhance the collections that support the CSU’s educational mission, and to surface evidence of the CSU Libraries’ distinctive and vital impact.

1. [Shared Learning](#gbmx7f8rhj6n)
2. [Shared Collections](#hlm59gf59u1t)
3. [Communicating Success and Impact](#1al54hse7smi)

**Strategic Priority 1:** [**Shared Learning**](https://docs.google.com/document/d/1WZgMBTo6mJLtkmPp4QZJ8R-uLKiV8RyP3jqcjfqpbfU/edit#bookmark=id.ms01uphee8eh)

Shared Learning refers to collaborative efforts to develop and support library employees’ learning and professional development across the 23 campuses.

**Outcomes:**

Progress in Shared Learning would be:

* Providing greater access to substantive and supported learning partnerships for staff, faculty and student employees for their professional development and career development;
* Greater involvement by all employees in supporting evolving needs of our campus communities;
* Greater knowledge and acceptance of DEIA as a core element to our work on our campuses and in our professions;
* Improved retention and recruitment across employment types and across CSU libraries.

**Associated Activities**

COLD might achieve this outcome by:

* Surveying all 23 libraries’ faculty, staff, and student employees to identify and prioritize areas for collaborative training
* Piloting accessible, self-paced professional development platforms for all library employees.
* Expanding communities of practice for areas of interest (e.g. student learning, instruction, assessment, or collaborative collection development)
* Sponsoring and supporting equity & inclusion shared learning communities that deepen all library faculty, staff, and student employees’ understanding of identity, bias, power, privilege, microaggressions, tokenism, cultural appropriation, and allyship.
* Initiating an AUL / Associate Deans support group modeled on COLD to cultivate collaboration between these leaders
* Sponsoring a systemwide CSU Libraries Conference that fosters connection, sharing, and inquiry between our campuses

**Potential Outputs**

The possible metrics below aim to assess the effectiveness of the shared learning for the people that make our libraries, the individual campus, and the system while also demonstrating the value of collaborative approaches to staff development.

* Participation Rates:
  + Number of librarians/staff participating in shared learning and professional development opportunities including platform based learning, communities of practice, and shared learning communities.
  + Percentage of library faculty/staff engaged in shared training compared to the total staff count (campus and system)
* Program Diversity:
  + Number of different training and/or learning programs or courses offered/shared across the system.
  + Percentage of staff participating in various types of training (e.g., workshops, webinars, conferences).
* Feedback and Satisfaction:
  + Satisfaction surveys or feedback regarding the quality, relevance, and effectiveness of shared learning opportunities.
* Knowledge Sharing:
  + Number of collaborative projects or initiatives initiated as a result of shared learning experiences.
  + Number of internal resources or documentation created as a result of shared learning experiences.
* Retention and Engagement:
  + Staff retention rates before and after participating in shared learning opportunities.
  + Staff engagement measured through indicators like attendance at optional training sessions or involvement in community-building activities.
* Cost Effectiveness:
  + Cost per participant for shared learning programs compared to individualized training approaches.
  + Return on investment (ROI) analysis comparing the benefits of shared learning to the costs associated with developing and implementing such programs at individual libraries.

**Potential Challenges**

Possible challenges to achieving this outcome might include:

* Budgetary concerns around ongoing funding for trainings, conference
* Sustainability amidst staff turnover could be another challenge worth mentioning
* Perceived intervention or consulting in represented employee’s professional development
* Participation including apathy or overwork
* Time

**Strategic Priority 2: Shared Collections**

Shared Collections refers to efforts led by COLD and the Chancellor’s Office (CO) for collective and collaborative collection development, resource management, resource sharing, negotiations and agreements, and evaluation of resources for CSU libraries.

**Outcome:**

Progress in Shared Collections would be:

* Increased coordination on collections decisions for campuses and the system based on data, sharing, and collaboration across CSU Libraries;
* Increased CSU-wide budget for resources that can be accessed by all CSU students;
* Deeper collaborations with partners (statewide and beyond) for greater buying power;
* Greater diversity of collections that better reflect the communities we serve;
* Increased social mobility through affordable, equitable access to affordable and open educational resources.

**Associated Activities**

We will achieve this outcome by:

* Developing a comprehensive shared collections plan that includes comprehensive campus-level collection analysis and potential for CSU involvement in shared print initiatives;
* Negotiating centrally purchased and opt-in resources as the default;
* Maximizing existing or readily available shared collections;
* Improving shared advocacy efforts based on analysis and equity;
* Expanding the use of Consortium Manager for managing shared subscriptions and resources;
* Developing a resource sharing strategy that extends beyond the CSU to the UCs and other California and Pacific Northwest organizations;
* Expanding support for affordable resources (AL$, OER, Electronic Core Collections) affordability as economic justice.

**Potential Outputs**

The possible metrics below aim to assess - on a variety of levels - the effectiveness and value of a collaborative approach to collection development and collections management for both physical and electronic collections including selection, negotiation, purchasing, management, retention, and sharing of resources across CSU Libraries.

* Collection Usage Statistics:
  + Number of unique users accessing shared collections (campus and system)
  + Number of interlibrary loan requests fulfilled.
* Collection Diversity, Equity, and Inclusivity:
  + Analysis of the diversity and representation of materials across all the libraries’ collections, including works by authors from underrepresented backgrounds and perspectives.
  + Percentage increase of diverse materials (e.g., representing different cultures, languages, perspectives) through the shared collection.
  + Tracking of acquisitions and expenditures to ensure equitable allocation of resources across subject areas and disciplines.
* Cost Savings and Resource Utilization:
  + Total cost savings achieved through shared acquisitions or resource sharing agreements.
  + Reduction in duplicate purchases across participating libraries.
  + Gains in efficiency in cataloging, processing, and maintenance of shared collections.
* Sustainability and Long-Term Viability:
  + Longevity of shared collection development partnerships and agreements.

**Potential Challenges**

We anticipate possible challenges to achieving this outcome to be:

* Budget disparities between campuses
* People and infrastructure to manage increased shared collections
* Faculty resistance to changes in traditional resources (e.g. shared print, OER)
* Gaps in training to new workflows
* Individual campus collection preferences
* Territoriality

**Strategic Priority 3:** [**Communicating Success and Impact**](https://docs.google.com/document/d/1WZgMBTo6mJLtkmPp4QZJ8R-uLKiV8RyP3jqcjfqpbfU/edit#bookmark=id.s9wipg70y1je)

Communicating Success and Impact refers to coordinated and dedicated efforts to surface and share the distinctive work of CSU Libraries in areas directly related to serving the specific needs of the United States’ largest and most diverse public university.

**Outcome:**

Progress in Communicating Success and Impact would be:

* More effective, and better informed, advocacy for the value of library spaces, services, and people by campus and system stakeholders;
* Increased representation of students and faculty needs;
* Increased financial support to libraries;
* Greater collaboration across the CSU libraries and among CSU campuses and offices;
* Additional funding opportunities for high impact, innovative practices led by the libraries.

**Associated Activities**

We will achieve this outcome by:

1. Identifying areas of impact from across the CSU in essential areas such as (but not limited to) student success, accessibility, innovation, first generation student success, retention, completion, enrollment;
2. Creating a communications task force to see this work through;
3. Coordinating across COLD when, how, and what to communicate at the campus and system levels;
4. Seeking examples from across CSU libraries representing diverse voices and communities around key themes;
5. Co-creating stories of impact to share with audience;
6. Identifying areas of collaboration and key talking points for libraries value in high profile, CSU-wide initiatives;
7. Developing and executing CSU-wide campaigns highlighting COLD’s impact and value;
8. Refreshing COLD’s website and social media presence to share and reflect these areas and efforts.

**Potential Outputs**

The possible metrics below aim to assess the reach and effectiveness of communicating the collective efforts, success, and impact of CSU Libraries on the CSU and their many internal and external stakeholders.

* Communication Reach:
  + Growth rate of email subscriber lists for library newsletters and updates.
  + Website traffic metrics, including unique visitors, pageviews, and time spent on site.
* Engagement:
  + Metrics related to engagement on social media posts, such as likes, shares, comments, and click-through rates.
  + Open and click-through rates for email newsletters and marketing campaigns.

Surveys and Feedback:

* Awareness surveys to measure awareness levels around CSU libraries efforts on strategic initiatives such as affordability, student success, and inclusion.
* Media Coverage:
  + Number of media mentions, press releases, and articles featuring CSU libraries.
  + Reach and impact of media coverage, including estimated audience size and sentiment analysis.
  + Tracking of key messages and themes in media coverage to assess alignment with strategic communication goals.
* Partnership and Collaboration Opportunities:
  + Number of partnership inquiries and collaboration requests received as a result of these efforts.
  + Successful collaborations initiated or strengthened through effective communication and outreach efforts.

**Potential Challenges**

We anticipate possible challenges to achieving this outcome to be:

* Lack of follow through or persistence
* Lack of skill or know how in this area
* Limited time and availability to learn and improve in this area
* Lack of resources including people, time, and infrastructure
* Apathy
* The impact will be less than we like to believe