

TEXAS STATEWIDE RESOURCE SHARING SUMMIT 2015



1/29/2016

Final Report

This report is a summary of the Texas Statewide Resource Sharing Summit held in Austin, Texas, December 3 and 4, 2015. The report includes results from the work done by the 83 participants who attended the Summit. The Texas State Library and Archives Commission sponsored the event. This event was funded in part by a grant from the U.S. Institute of Museum and Library Services to the Texas State Library and Archives Commission. (2016) LS-00-15-0044-15.

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Texas Statewide Resource Sharing Summit 2015

FINAL REPORT

EXECUTIVE SUMMARY

This report is a summary of the Texas Statewide Resource Sharing Summit held in Austin, Texas December 3 and 4, 2015. The report reflects the results from the work done by the 83 participants, representing academic, public, school, and medical libraries, as well as library consortia and partner organizations. The Texas State Library and Archives Commission (TSLAC) sponsored the event, with support from grant funding received from the U.S. Institute of Museum and Library Services.

The purpose of the event was to provide a basis for formulating a high level strategic plan using the State of Texas' Strategic Planning Template. As a result, the Summit was designed not as a traditional conference with speakers and panels but rather as a working planning session. Using plenary, large group, and small group sessions along with specific exercises and templates, the facilitators guided participant effort towards identifying specific themes and issues and producing aligned goals, objectives and strategies.

Among the most significant results of the Summit was the identification of five major themes: Expertise; Infrastructure; Access; Leveraging Resources; and

Dissemination, Outreach, and Marketing. These five themes served as the foundation for the development of the strategic plan. The subsequent elements of the plan (i.e. goals, objectives, strategies) were organized around each of these major themes. In selecting these five themes, participants were asked to contemplate which issues had to be addressed to ensure the continued success of Statewide Resource Sharing programs.

Working within these five critical themes, participants also developed goal and objective statements. The goals and objectives indicate the general and measurable desired end states that provide the direction for action that participants believe will most likely produce success. Finally, participants followed the themes down to the strategy level with specific recommendations for action.

The Summit produced a tremendous amount of participant input and associated high level strategic plan elements. These Summit results provide a critical starting point for TSLAC staff to continue and conclude its legislatively- and federally-required planning efforts.

BACKGROUND

History

Every four years since 2000, the Texas State Library and Archives Commission (TSLAC) has sponsored a Statewide Resource Sharing Summit that allows its member libraries and various stakeholders to discuss the future of the TexShare Consortium and resource sharing in Texas. Resource sharing in Texas currently includes the TexShare databases, the TexShare card and other TexShare programs, the TexQuest databases, and the statewide Interlibrary Loan (ILL) program. The results of these sessions have helped to inform TSLAC's strategic planning and legislative appropriations requests and the agency's federal Library Services and Technology Act (LSTA) five-year-plan. They also help steer the activities of the TexShare Consortium.

Summit 2015 Timing

The 2015 Summit was the first in a series of planning processes that will shape the future of services to Texas libraries. Beginning in February 2016, TSLAC will hold a series of internal and external strategic planning sessions in order to meet the June 2016 deadline for each state agency to submit its four-year strategic plan, which will cover fiscal years 2017–2020. Priorities identified in the strategic plan will be considered in the 2017 legislation session and will also be integrated into the TSLAC legislative appropriations request (LAR), due in August 2016.

In the spring of 2016, TSLAC will also receive guidance from its federal funding and oversight partner, the Institute of Museum and Library Services (IMLS), on the required evaluation of its use of the LSTA funds. In its third year of the current LSTA plan 2013 to 2017 (SFY2014 – SFY2018), TSLAC will begin gathering input from its various stakeholders in order to complete the evaluation for IMLS.

Finally, TSLAC is soon scheduled to go through the Sunset Review process, a legislatively mandated review that each agency must undergo every 12 years. The process begins with an agency self-evaluation report, likely due in the late summer or fall of 2017. The report may contemplate suggested statutory changes that TSLAC and its stakeholders recommend. Following TSLAC submission of its self evaluation report, the Sunset Advisory Commission (SAC) staff conducts their evaluation and report its recommendations to the SAC legislative members. The process results in legislation for the 2019 session that will reauthorize TSLAC, likely with recommended statutory changes.

Summit 2015 Purpose

Given the comprehensive nature of the upcoming planning processes and their impact on the Texas library community, the December 2015 Summit was designed to develop ideas that could support and take advantage of these upcoming statutory and legislative cycles.

TSLAC was particularly interested in a Summit that resulted in statements of high level strategic direction. Gathering as much participant input as possible was the highest priority. As a result, the Summit was designed not as a traditional conference with speakers and panels but rather as a working planning session. Using plenary, large group, and small group sessions along with specific exercise and templates, the facilitators guided participant effort towards producing specific themes, issues, goals/objectives and suggested strategies.

While remaining open to all input and perspectives, the facilitated framework for the Summit endeavored to focus participant effort on:

1. ***Understanding and Valuing TexShare and Resource Sharing*** by reaffirming the value and relevance of TSLAC resource sharing programs (TexShare, TexQuest and ILL) while acknowledging the differences in perspectives,

needs, and roles and responsibilities of all partners and users in the Texas library community and the TexShare Consortium's and TSLAC's overall role in that community.

2. ***Building Long-term Capacity and Sustainability*** by considering library resource sharing more broadly in order to identify strategic issues meriting further analysis by the TexShare Consortium and TSLAC.

Methodologies

To gather the desired input from participants, the facilitators used a process model derived from the State of Texas Strategic Planning Template and Collective Impact Frameworks to determine key results for the Summit.

The State of Texas Strategic Planning Template and process requirements contain common sense terms and process steps that are well known, easily understood, and time tested. This approach especially supports the project's second goal, that of determining program priorities for inclusion in TSLAC's strategic planning process and other agency planning over the next two years, including involving items for its Legislative Appropriations Request (LAR). This template includes the following process components:

- Making Sense (i.e., Where are we?) – Strategic Plan Element:
Internal/External Assessment
- Making Choices (i.e., Where do we want to be?) – Strategic Plan Elements:
Goals, Objectives/Outcome Measures
- Making Progress (i.e., How do we get there?) – Strategic Plan Element:
Strategies

Collective Impact is a framework developed by Stanford University as a cutting edge approach for collective action by a consortium. Its main elements are:

1. Common Agenda;
2. Shared Measurement;
3. Mutually Reinforcing Activities;
4. Backbone Support; and
5. Continuous Communication.

Finally, the facilitators employed *Liberating Structure* techniques to enhance the ease and speed of input from the large participant group. Generally, *Liberating Structures* are process tools designed to be simple, expert-less, results-focused, fast, inclusive, scalable (to all problem types and sizes) and fun.

SUMMIT RESULTS

Themes and Goals

To begin the Summit, TSLAC Executive Director Mark Smith posed the big question:

What will the informational needs of Texas be in five years and how can we (libraries) leverage our shared resources to meet those needs?

In his remarks, attached as Appendix B, Mr. Smith elaborated on the central questions, framed each of these additional questions, and invited participants to respond or to pose their own questions.

SUPPLEMENTAL QUESTIONS

- *Resource Sharing is far more than databases. Can we better define resource sharing? How can we expand our view on and use of our respective resources to assist each other?*
- *How can resource sharing help libraries remain relevant to their different communities?*
- *All types and sizes of libraries benefit for sharing resources but their specific needs may vary. How should those varying needs drive future decisions about resource sharing activities?*
- *Looking out over the next 5 years, how can we ensure that resource sharing activities support new technologies and new methods of access? How do we prevent digital*

After considering responses to these and other core questions, participants developed and evaluated possible Summit themes, which were then grouped and categorized as follows:

- *Sharing Expertise;*
- *Sharing Infrastructure;*

- *Improving Access;*
- *Leveraging Resources; and*
- *Dissemination, Marketing, and Outreach.*

See Appendix E for a full list of the results of this and subsequent Summit Exercises.

Summit participants then proceeded to identify goals within each of the broad themes. Participants were provided guidance on what robust organizational goals are. An organization's goals are the general ends toward which agencies direct their efforts. A goal addresses issues by stating policy intention. They are both qualitative and quantifiable, but are not quantified. In a strategic planning system, goals are ranked for priority. Goals stretch and challenge an agency, but they are realistic and achievable.

Participants were then directed to contemplate a year 2020 newspaper headline that would show that statewide resource sharing efforts such as TexShare have been truly successful, and to then turn these headlines into goal statements.

Participants started with the following example:

Headline: *Rate of Vaccine Preventable Childhood Disease Drops to 30 Year Low*

Goal: *We will reduce the prevalence of preventable childhood disease*

The following Chart 1 contains

a summary of the goal statements organized by Theme. The order of items in the list does not reflect prioritization or ranking. Overall, participants expressed strong interest in expanding the resources available for 'sharing' in an effort to create a stronger, unified impact on both current and prospective library users.

CHART 1: THEMES AND GOALS

THEMES	GOALS
<p><i>SHARING EXPERTISE</i></p>	<p>We will increase the tools, incentives, and opportunities to access and share expertise across all library types so that Texas remains competitive.</p>
	<p>TSLAC will leverage the expertise of librarians across the state to enhance information usage and understanding for all Texans.</p>
	<p>We will provide expert service and resources to support community and staff employment and educational needs.</p>
	<p>Provide expertise and resources to libraries to improve job readiness and educational outcomes.</p>
<p><i>SHARING INFRASTRUCTURE</i></p>	<p>We will take a lead role in advocating for and developing public and private partnerships to provide broadband access for all of Texas.</p>
	<p>Texans will have access to all needed resources statewide on one easily used platform.</p>
	<p>We will enable Texas libraries to enjoy benefits of shared infrastructure so that all Texans can access library resources.</p>

THEMES	GOALS
<p><i>IMPROVING ACCESS</i></p>	<p>We will use the most effective technological measures to eliminate barriers to statewide resources.</p>
	<p>We will provide every Texan with access to innovative library services and the information resources they need.</p>
	<p>We will provide the tools and incentives to assist libraries in raising public awareness of the social, cultural, educational and economic value of their services.</p>
<p><i>LEVERAGING RESOURCES</i></p>	<p>Texas libraries will mobilize open educational resources to offset educational costs for Texans.</p>
	<p>Shared resources will be leveraged to maximize access, service and efficiency for lifelong learning.</p>
	<p>We will provide a unified statewide platform for collaboration among all Texas libraries to improve user experience and ROI.</p>
<p><i>DISSEMINATION, MARKETING, AND OUTREACH</i></p>	<p>We will provide the tools and incentives to assist libraries in raising public awareness of the social, cultural, educational and economic value of their services.</p>

THEMES	GOALS
	<p>Create a marketing or outreach campaign with quantitative metrics to reach all Texas library users that will increase resource sharing and improve perceptions of the profession.</p>
	<p>We will provide statewide communication and marketing services so that every Texan knows what libraries have to offer.</p>

Objectives and Results

As the next step in the Summit process, participants developed objective statements and associated result measures to track progress towards their goals. These results serve as a means of measuring successful achievement of the desired goals. RAH facilitators urged the groups to craft result measures that would define the goal and, ideally, drive achievement of each goal.

To develop effective objectives and results, participants were asked to consider how to measure success. More specifically, they were encouraged to consider what specific measurable results (e.g. objectives and outcome measures) were needed to achieve their stated goals.

As an example, for the goal “*TSLAC will leverage the expertise of librarians across the state to enhance information usage and understanding for all Texans,*” participants identified the following:

Objective: *TSLAC will provide outreach programs to increase enrollment of library users statewide.*

Outcome Measure: *Increase, over time, in the number of eligible contributors and participants.*

Strictly speaking, not all of the objectives are written as objectives statements-- many sound like strategies, and many of the measures are output (tracking quantity or activity levels) instead of outcome (tracking change, degree of success) measures. Nonetheless, this Summit work product does provide the basis for setting a clear direction for measuring and managing statewide library resource sharing efforts.

In the next section, Chart 2 lays out those objectives and associated performance measures, strategies and the corresponding goals.

Strategies

The final, and most specific, action-oriented component of the Summit planning process was the development of strategies. Using the **WhatX3** (What, So What, Now What) *Liberating Structure* method, participants focused on identifying high level programs and activities and the associated customer services required to achieve their desired results (i.e. goals and objectives). RAH facilitators encouraged participants to consider the following:

WHAT – Themes and Issues

- What facts, data and observations stood out from the themes and issues identified during Day 1?

SO WHAT – Results

- What is important about those issues and what are the associated results needed to address those issues?

NOW WHAT – Strategies

- What actions are likely to achieve those results?

Using the 1 – 2 – 8 method at each table, participants individually identified 2 to 3 broad strategies, and then shared those with another participant. Finally, each table of 8 considered the individually developed strategies to determine which to prioritize. Those priority strategies were scribed and turned into the RAH project team for compilation. The following Chart 2 shows the complete set of goals, objectives results, and strategies developed by Summit participants over the course of the event.

CHART 2: GOALS, OBJECTIVES/RESULTS, AND STRATEGIES

Goals	Objectives/Results [Measures]	Strategies
<p>We will increase the tools, incentives, and opportunities to access and share expertise across all library types so that Texas remains competitive.</p>	<ul style="list-style-type: none"> • Provide statewide virtual work space • Usage of virtual workspace • CE hours of all staff, not only directors • Count of professionals who participate in presenting workshops • Count of credentials subject matter experts (SMEs) measure of professional accomplishments of experts • Number of experts in statewide directory 	<ul style="list-style-type: none"> • Create electronic forum/knowledge base/portal to include threads by [unrestricted] topics, low bar to search topics, aggregator of other forums/resources, moderated boards, and "Ask Me Anything" expert events • Create a Linked-In group to identify Texas library experts. Provide a professional development fund and program through which librarians can apply to increase their skills with expectations that they will provide training to others for X years (and/or provide stipend for

Goals	Objectives/Results [Measures]	Strategies
<p>TSLAC will leverage the expertise of librarians across the state to enhance information usage and understanding for all Texans.</p>	<ul style="list-style-type: none"> • TSLAC will provide outreach programs to increase enrollment of library users statewide. • TSLAC will support library professionals in sharing expertise and intellectual capital • TSLAC will provide certification opportunities for professional and para-professional library staff. • TSLAC will support library professionals in sharing expertise and intellectual capital. • Outcome Measures: <ul style="list-style-type: none"> ○ Cost avoidance ○ Number of eligible contributors, participants, increase over time ○ Number of users 	<p>librarians to share expertise).</p> <ul style="list-style-type: none"> • Develop a portal for expertise resource sharing among library professionals • Set up a portal that allows libraries to place intellectual capital projects and other librarians to access these resources by type and category. The goal is TSLAC leverages expertise across states • Identify librarians who are experts in their fields/areas to share best practices and provide consultation, and field experts outside profession for same, for TexShare, and individual libraries • Set up a portal that allows libraries to upload intellectual capital projects and products that offer librarians access (e.g., PIVOT) • Set up a portal to connect to other experts (including librarians) for programming • Identify and vet experts in an area • Create a portal that allows the experts to post resources and

Goals	Objectives/Results [Measures]	Strategies
		provide training.
We will provide expert service and resources to support community and staff employment and educational needs.	<ul style="list-style-type: none"> • Outcome Measure: Library cost avoidance by using shared expert services 	<ul style="list-style-type: none"> • Streamline statewide discovery process. Implement unified discovery tool to help users locate content at any TexShare member library • Streamline TexShare registration process with the aim of eliminating separate cards (e.g., integrate TexShare reg process to include existing state IDs) • Create a shared storage facility for duplicated little used physical content, support ILL function • Create a regional expertise bureau of librarians who are able to provide support and assistance to smaller less well-funded libraries. As with materials resource sharing provides financial support for those libraries that have time and knowledge.
Provide expertise and resources to libraries to improve job readiness and	<ul style="list-style-type: none"> • Outcome Measures: Percent increase from baseline: <ul style="list-style-type: none"> ○ computer literacy ○ job readiness 	<ul style="list-style-type: none"> • Shared experts bureau paid for by participating libraries. Consultant referral service, run through state library or regional ESC

Goals	Objectives/Results [Measures]	Strategies
educational outcomes.	<ul style="list-style-type: none"> ○ those served from shared expert resources. 	<ul style="list-style-type: none"> • Consultant referral service, coordinated through central point, reimbursement at local level • Create, corral and promote consortia across the state, with a directory/central location to find information • Create network of librarians' specialties to share expertise – library facing database, giving librarians knowledge, leveraging library resources for broader availability • Develop human capital statewide by establishing partnerships between TSLAC and accredited library universities and Texas Library Association to encourage recruitment, development, and retention.
We will take a lead role in advocating for and developing public and private partnerships to provide broadband access for all of		<ul style="list-style-type: none"> • Fill gaps in broadband access in cooperation with major carriers, school districts, TEA and other state agencies • Develop TSLAC position solely for vendor relations. Direct financial support to libraries for equipment, including things like

Goals	Objectives/Results [Measures]	Strategies
Texas.		video cards to improve streaming video quality, to improve digital access.
Texans will have access to all needed resources statewide on one easily used platform.	<ul style="list-style-type: none"> • Outcome Measures: <ul style="list-style-type: none"> ○ Percent increase in geographic locations served ○ Percent increase in the number of diverse populations served and increase in the number of unique users ○ Percent increase in the total usage of all TexShare resources ○ Cost avoidance achieved by resource sharing ○ Percent increase in the number by quality of resources available ○ Percent increase in the number of participating libraries 	<ul style="list-style-type: none"> • Build task force to work on broadband quality throughout the state • Build shareable resources while keeping in mind ways to make current resources more widespread • Work on making TexShare easier to use • More buying power=lower cost • Make statewide "Sharing Groups" available at least geographically (a volunteer between system type group), and give these groups initiative and work – establish them as a 'needed/desired' entity or resource.

Goals	Objectives/Results [Measures]	Strategies
<p>We will enable Texas libraries to enjoy benefits of shared infrastructure so that all Texans can access library resources.</p>		<ul style="list-style-type: none"> • Create a regional network • Create a tiered pay scale • Create a task force to work on broadband equality • Create a regional network consortium • Identify what the real technology requirements of non-library users are (not work on assumptions) • Advocate for funding to increase bandwidth to make resources more readily available across the state.
<p>We will use the most effective technological measures to eliminate barriers to statewide resources.</p>	<ul style="list-style-type: none"> • Equality • Geography • Technology 	<ul style="list-style-type: none"> • Work with TexShare database vendors to implement geolocation as an authentication method • Financial support subsidization for statewide courier service between libraries • Direct financial assistance to libraries to improve quality of services like internet, (i.e., video cards, routers, other network infrastructure). • Encourage reduced residency requirements (especially for municipal/county public libraries) • Enable geographic authentication for access to TexShare databases

Goals	Objectives/Results [Measures]	Strategies
		and design method for ILL to serve remote folks
Texans will have easy access via libraries to all the resources they need regardless of economic situation, education level, or geographic location.	<ul style="list-style-type: none"> • Outcome Measures: <ul style="list-style-type: none"> ○ Percent increase in geographic locations served ○ Percent increase in the number of diverse populations served and increase in the number of unique users ○ Percent increase in the total usage of all TexShare resources ○ Cost avoidance achieved by resource sharing ○ Percent increase in the number by quality of resources available ○ Percent increase in the number of participating libraries 	<ul style="list-style-type: none"> • TSLAC will develop a platform for ease of use of TexShare database (the database will be user friendly, like Google) • TSLAC will develop a program to credential librarians and library workers • academic institutions as experts in providing open source material • Using the state library as a portal • Develop portal platform in partnership or from scratch • Conduct census of libraries and connectivity to identify access deficiencies
We will provide every Texan with access to innovative library services and the	<ul style="list-style-type: none"> • Decrease in the number of Texans who are not served by libraries. 	<ul style="list-style-type: none"> • Organize private/public partnership to purchase equipment to bring libraries up to standards, with commitment to

Goals	Objectives/Results [Measures]	Strategies
<p>information resources they need.</p>		<p>ongoing/sustained support of some</p> <ul style="list-style-type: none"> • Cyber-mobile with latest technology to travel to local areas and showcase TexShare, TexQuest, and online resources • Develop expertise and create statewide discovery tool allowing Texans to access the resources they have a right to
<p>We will provide the tools and incentives to assist libraries in raising public awareness of the social, cultural, educational and economic value of their services.</p>	<ul style="list-style-type: none"> • Provision of statewide marketing campaign • Adoption rate for statewide marketing campaign • Community survey designed by statewide experts to gauge awareness of library value • How are libraries used? Why are libraries valuable? Stories/Testimonials/Anecdote • Outcome Measures: <ul style="list-style-type: none"> ○ Cards Issued ○ Database Usage ○ Circulations 	<ul style="list-style-type: none"> • TSLAC to launch statewide awareness campaign with local customization options. Solicit expert marketing experience. Solicit corporate in-kind donations, like billboards • TSLAC to recognize libraries that meet standards for community outreach (Sticker, Press Releases, Notification to library governing bodies) • Task force on marketing with marketing professional to design unified marketing campaign that can be adapted to different types of libraries and resources while providing a common and memorable message that highlights library services and

Goals	Objectives/Results [Measures]	Strategies
		value. Statewide branding/marketing campaign to promote the value of library success. Social, education, economic dissemination <ul style="list-style-type: none"> • Contact government agencies and private telecommunications campaigns to initiate broadband installation
Create marketing outreach campaign with quantitative metrics to reach all Texas library users that will increase resource sharing and improve perceptions of the profession.	<ul style="list-style-type: none"> • TSLAC will provide outreach programs to increase enrollment of library users statewide • Enable GPS based authentication for TexShare databases • Encourage reduced residency requirements among municipal libraries • Reduce unserved users by 50% 	<ul style="list-style-type: none"> • Create a plan for effective statewide coverage • Take a lead in advocating for broadband access statewide • TSLAC will build, maintain, and market a database of open source educational materials, available to all Texans, using the expertise of institutions who have established OER Silos • TSLAC decreases the cost of education for all Texans • Work with Marketing/PR experts on long-term/engaging basis to establish and implement, on statewide level, marketing/branding plan for TexShare/libraries, provide resources including training to

Goals	Objectives/Results [Measures]	Strategies
		support implementation
<p>We will provide statewide communication and marketing services so that every Texan knows what libraries have to offer.</p>		<ul style="list-style-type: none"> • Attract new customers – target new market, small business, etc. Provide new resources to increase access. Develop targeted strategy for specialist requirement, such as education, language • Development of shared resources such as outline platforms; Improve access for all, greater variety, cost effective, increased circulation • Statewide library press office – coordinated publicly, training, and assistance for local libraries, media relations, and curate library news from all over Texas • Hire marketing/PR person to publicize library activities • Join TLA for advocacy, lobbying and resources

Goals	Objectives/Results [Measures]	Strategies
Texas libraries will mobilize open educational resources to offset educational costs for Texans	<ul style="list-style-type: none"> • Establish systems of support integrating organizational access to resources • TSLAC will continue or strengthen to facilitate strong development consortia to enable library negotiations from a place of strength [group purchasing power] 	<ul style="list-style-type: none"> • Use TexShare to reduce e-resource costs for all Texas libraries: create a process to vet open access resources to offset increasing e-resource costs; create bundling for special resources that allows TexShare to negotiate best price • Expand the scope of the statewide closeout program • Create a regional consortium to share expertise, staff, and technology
Shared resources will be leveraged to maximize access, service and efficiency for lifelong learning.		<ul style="list-style-type: none"> • TSLAC will create a platform and a process to vet open educational resources to offset increased costs of paid educational resources -- the goal is that TSLAC will mobilize educational resources to offset rising costs for Texans
We will provide a unified statewide platform for collaboration among all Texas libraries to improve user experience and ROI.		<ul style="list-style-type: none"> • Create a tool that would allow users of different systems to use valuable resources • Create a regional system to share expertise, staff, and all technology • Commission research at the

Goals	Objectives/Results [Measures]	Strategies
		statewide level showing impact of libraries on key output measures, e.g., economic, educational <ul style="list-style-type: none"> • Provide expertise to local libraries to conduct research on user needs and support grants • Establish sustainable funding for statewide comprehensive marketing campaigns to promote libraries of all types

Messaging and Marketing

One of the major themes identified by participants on Day 1 of the Summit was “Dissemination, Marketing, and Outreach.” These themes became the organizing framework for the development of the Issues, Results (i.e. Goals, Objectives, and Outcomes), and Strategies presented in previous sections of this report.

As the last exercise during the final agenda item (i.e. “Synthesis to Achieve Collective Impact”) of the Summit, participants individually developed and rated the central messages associated with the Issues, Results, and Strategies developed throughout the Summit.

Using the *25-10 Crowd Sourcing Liberating Structures* Technique, participants reflected on the relevant strategic planning elements and exercises (esp. themes and headlines), selected those they felt best captured what TexShare is about and trying to accomplish, and assigned point values to each.

The table below displays the top eleven results, as rated by the Summit participants. The raw results can be found in Appendix K.

CHART 3: MESSAGES

Rank	Message	Score
1	My Texas Library Drives My Success!	22
2	Get informed at your library–your competitive edge!	19
3	Advancing the people of Texas through information My library– the heart of the community TexShare: A Library in your pocket Libraries: We're Your Future Transform yourself in your Texas library!	18
4	Connect, discover, grow! Information everywhere, for everyone! TexShare! Libraries: Supporting civilization since 2600 BC Texas Libraries help boost state literacy rate to #1 in the US!	17

SUMMARY AND WRAPUP

RAH Consulting designed a deliberately aggressive strategic planning agenda for the 2015 Texas Statewide Resource Sharing Summit. The rationale for the intense agenda was a simple one – to maximize participant input and to emerge from the Summit with workable strategic plan content composed of the essential elements

— Goals, Objectives/Results and Strategies. Much was asked of the participants, and the participants gave much in return.

The results also reflect some repetition – similar goals and strategies surface from each of the smaller and larger breakout groups. There are also “leveling” issues as broader goals appear as equals to statements that are more accurately categorized as action steps given their more detailed and specific nature. The RAH facilitation team anticipated this outcome given the compressed timeframes and chose this “problem” believing that the more critical result was the high level of input.

To tie the items together, the RAH team has reviewed the collected results as a whole and offers the following summary observations:

- Participants embraced fully the concept of expanding the more traditional notion of resource sharing. The support for expansion was particularly evident regarding sharing expertise – including administrative expertise for negotiation and purchasing, and with regard to technology where the rapid rate of change has challenged all types of libraries.
- Geographic inequality was a pervasive topic and a fair number of Goals, Objectives and Strategies address this particular trend. Technology and broadband were offered as possible methods to “level the playing field” and allow those residing in information deserts the opportunity for greater access.
- Participants also sought in various ways to emphasize the need for investing in library infrastructure. Participants did cite the need for additional funds; however, other investment opportunities mentioned far more frequently included retaining and attracting more talent to the library profession, holding onto existing physical space, and doing a better job at leveraging

existing resources. One comment that stood out was “do shared resources always have to save money?”

- Another theme echoed in the Andrew Roskill TedTalk videos that the group viewed “Libraries Bridging the Digital Divide” (see list of Summit Resources in Appendix F) was the competitive market libraries now face. Many of the participants cited diminished patron usage and interest in libraries as a trend that required significant attention.

A pervasive theme throughout the Summit was the need for the library community to do a better job of marketing and branding itself. Given the number of goals and strategies that advocated such efforts, participants believe that TSLAC may be uniquely positioned to spearhead such efforts and that TSLAC’s resource sharing programs may be a core component of outreach efforts statewide.

APPENDICES

APPENDIX A: AGENDA

December 3, 2015

Time	Agenda Item
9:00–9:30	<i>Registration and Networking</i>
9:30–10:00	Summit Day 1 Opening
10:00–10:45	Establishing the Framework and Setting the Stage for the Summit <ul style="list-style-type: none"> • Opening Comments by Mark Smith, Texas State Librarian <ul style="list-style-type: none"> ○ The Big Question: <i>What will the information needs of Texas be in five years and how can we [libraries] leverage our shared resources to meet those needs?</i>
10:45–11:00	<i>Break</i>
11:00–12:00	Making Sense of the Issues Facing TexShare and Resource Sharing <ul style="list-style-type: none"> • Prioritization of the Broad Themes of the Summit
12:00–1:00	<i>Hosted Lunch</i>

Time	Agenda Item
1:00-2:30	Making Sense of the Issues, continued <ul style="list-style-type: none"><li data-bbox="511 401 1416 478">• Prioritization of the Issues Facing TexShare and Resource Sharing
2:30-2:45	<i>Break</i>
2:45-5:00	Making Choices of the Desired Results <ul style="list-style-type: none"><li data-bbox="511 716 1170 747">• Prioritization of the Goals and Objectives
5:00	<i>Summit Day 1 Closing</i>

December 4, 2015

Time	Agenda Item
8:00–8:15	<i>Coffee and Networking</i>
8:15–8:30	Summit Day 2 Opening <ul style="list-style-type: none"> • Summary of Day 1 Results • Announcements
8:30–10:15	Making Progress in Outlining Strategies <ul style="list-style-type: none"> • Facilitated Discussion and Exercises • Prioritization Strategies and Major Services
10:15–10:30	<i>Break</i>
10:30–11:50	Synthesis to Achieve Collective Impact
11:50–12:00	Summit Closing
12:00–1:00	<i>Lunch On Your Own</i>
1:30–4:00	<i>TexShare Advisory Board Meeting</i> <i>Perry–Castañada Library, 1.124</i> <i>The University of Texas at Austin</i>

APPENDIX B: SUMMIT OPENING REMARKS

Texas Statewide Resource Sharing Summit

December 3, 2015

Remarks by Mark Smith, Director and Librarian,

Texas State Library and Archives Commission

Good morning.

It is a pleasure to see everyone here today for the start of this very important event, the Texas Statewide Resource Sharing Summit.

Among the many distinguished Texas library leaders and thinkers here today, I want to note two special guests: the chairman of our Library and Archives Commission, Mr. Michael C. Waters of Dallas, and Commissioner Sharon Carr of Katy. We are fortunate to have a very engaged commission of seven individuals appointed by the governor to steer the work of our agency and we really appreciate Chairman Waters and Commissioner Carr being here with us today.

Organizing this event was the work of several people in our Library Development and Networking Division, but I want to recognize in particular division director Deborah Littrell and especially statewide resource sharing coordinator Danielle Plumer for taking the lead in this effort.

I think you are really going to enjoy working with our facilitators, Rose Hayden and Ara Merjanian. They are not librarians — which I think will be an advantage — but rather experts in meeting facilitation, leadership development, and organizational dynamics.

In planning how we would start this day, we considered kicking things off with a panel of experts that would knock around a few questions intended to jump-start our thinking about the issues that we have to consider.

But the problem with that idea was this: you all are our panel of experts. That's the reason you are here. It was hard to consider who would have more to say about these issues than you do. And not to mention that this would use up valuable time that we need for strategic thinking.

So, we decided that what we needed to do was to put our questions directly to you and dive right in with the main issues before us.

I want to impress on you the importance of the work before us today and tomorrow. This is not just an intellectual exercise. It is critical that we use our time effectively, draw on our most creative thinking, and emerge from these two days with very specific plans for the strategic direction of resource sharing over the next few years.

This is critically important on at least three levels.

First, it is important to the State Library and Archives. Before we have this meeting again in 2019, we will have gone through not only two more strategic planning cycles, but also our agency Sunset review. We want to make the right choices to enable our agency to emerge from the next two legislative sessions and the Sunset review process in a position to be able to support the efforts of our public, school and academic libraries to be essential to the communities they serve.

Second, it is important to Texas libraries. We need to use this opportunity to define how our libraries of all types and sizes in large and small places across Texas are going to continue to be relevant in the digital age and how we communicate that to decision makers who are increasingly skeptical of any public spending.

Third, to the millions of customers of Texas libraries, it is more important than ever that our resources and services evolve to facilitate access to the information in all formats Texans need to live informed, productive and enriched lives.

No pressure, right?

So to get us quick-started, here is what we are going to do with you all, our larger panel of experts. I am going to review with you what Danielle has termed the “big questions.” Danielle, Deborah, the facilitators and I crafted these questions as suggested paths for the work we are going to do together today and tomorrow. These questions are in your packet, but I am going to take a few minutes to briefly review them with you.

After I have reviewed them with you, we are going to spend a few minutes letting you vet these and add to them, propose others or otherwise modify them. Then, when we are in agreement, these will be the questions that will motivate and animate our discussions today and tomorrow.

Question 1: in five years, what will the information needs of Texans be? How can we leverage shared resources to meet those needs?

- Here we are asking a basic question about demand vs. supply. TexShare has typically been about supply in the past and will be in the future, but what do we know about customer demand for information? How can we, in the language of the Harwood Institute, turn outward to think about what our respective customers will need in the future?
- I expect that we already have information in this regard and I ask you to bring what you know about this to bear on your conversations here today and tomorrow.
- The degree to which we can answer this will depend on what we know about the changing demographics, the economy, and the educational framework of the state. How do we draw upon the shared strength of our individual institutions to meet these needs?

Question 2: Resource sharing is far more than databases. Can we better define resource sharing? How can we expand our views on and use of our respective resources to assist each other?

- In recent years, our requests to expand resource sharing support have taken the form of expansion of TexShare and TexQuest database resources. That is a critical need and will continue to be. However, there may be others. Can we start with a foundational consideration of what a resource is? Does it always involve buying something new or can it involve leveraging what we already have? After all, the TexShare Card program and the Courier system have been key elements of our resource sharing program for many years.
- Here is one example of many: we have initiated a dialogue among several digital content producers in Texas libraries and archives about how to increase Texas participation in the Digital Public Library of America, DPLA. We have huge content in DPLA through the Portal to Texas History, and for that we are very grateful to UNT. However, the Texas libraries that do not use the Portal to host their data do not show up in DPLA. To solve that situation for the benefit of researchers and libraries and archives will mean sharing our metadata, a resource that we already have but that we are not currently sharing.

Question 3: How can resource sharing help libraries remain relevant to their different communities?

- In his book *BiblioTech*, which I am sure many of you have read, John Palfrey writes, “the key is very simple: to focus on what digital media and the Internet make possible, not on what they undo. This perspective enables library supporters to find and exploit the ways in which the digital and analog come together, where they reinforce one another. The Internet and digital media are enabling new kinds of services that make a real difference for all library users: for instance, librarians can find, at no cost, interactive materials ranging from original historical documents to the notes from recent city hall meetings. Physical libraries have never

- been more vital, interesting, useful places. The people who work in libraries are helping other people make sense of the overwhelming mass of information online—and making it immediately relevant to their lives.”
- It seems to me that we have moved on from the question of obsolescence of libraries as we transform ourselves into hubs of learning, technology access, and community engagement. But more than ever we have to justify our existence through statements of ROI and value and that will be the case as well for any resource sharing services we might envision.

Question 4: All types and sizes of libraries benefit from sharing resources, but their specific needs may vary. How should those varying needs drive future decisions about resource sharing activities?

- TexShare was born as an academic library project. In 1997, public library participation was added and now TexShare is once again complemented by a k-12 project called TexQuest. But the needs of the ARL academic libraries are very different from community college libraries which are different from large urban libraries which are nothing like small and rural public libraries which in turn are different from school district libraries.
- Or are they? To what degree do we focus on the differences and to what degree do we look for common ground?
- I would suggest that common ground will be found in common aspirations of communities, such as our desire to prepare youth for higher education and eventual employment and success in life. These considerations are driving efforts in areas ranging from early literacy to dual enrollment to STEM and STEAM programs.
- How can resource sharing support these efforts?

Question 5: Looking out over the next five years, how can we ensure that resource sharing activities support new technologies and new methods of access? How do we prevent digital disenfranchisement?

- Yogi Berra said, “the future ain’t what it used to be” (or maybe it was Robert Graves). Anyway, if we really had the answer to this question, we wouldn’t be in the library business. But we do have some information to go on: we think for example that we will have a continual move toward constant online streaming. With over 50% of teens accessing the Internet via their phones, the importance of mobile access seems unlikely to reverse. The long-term trend toward disintermediation of information resources — that is, people going to the source of information rather than to aggregators of information like newspapers, recorded music, databases, or libraries — seems likely to continue. The continued proliferation of sources of information seems like a genie that won’t be returning to the bottle. The rise of virtual reality will be another game changer.
- But what of e-books vs. print? Have we reached saturation on e-books as they stall at about 23% of total sales? And what about print? The anticipated permanent demise of print materials is now yesterday’s view of the future. And what does it portend that 75% of persons age 18 to 24 prefer print to e-books?
- Speaking of that, what about publishing in general? How can we help libraries cope with the explosion of publishing in all formats, the phenomenon of self- and small-press publishing, the consolidation and monopolistic practices of a few academic mega-publishers? Surely smart resource sharing decisions can help libraries cope with the need to collect more and more materials with ever-tighter budgets.
- And where does broadband fit into this discussion of digital inclusion? We are trying to discover where we stand in terms of access in Texas, but we think a very low percentage of libraries — especially public libraries — are at the FCC-recommended minimum of 100 megabits/second for those

serving populations under 50,000 and 1 gigabit for those serving over 50,000.

Question 6: What headline would you like to see in the year 2020 that shows that statewide resource sharing efforts such as TexShare have been truly successful?

- Well, I'm going to leave that one up to you, though it occurs to me that the term "headline" is tied to a medium that may very well be obsolete in 2020. It's practically obsolete now.
- But whatever we call it, we are counting on you to help shape a vision of resource sharing that will expand our reach, tie our programs together, demonstrate our value, and ensure that libraries will continue to thrive as a resource for Texans for generations to come.

That's not too much to ask, is it?

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APPENDIX D: SUMMIT RESOURCES

Texas State Library and Archives Commission

- Agency Strategic Planning Timeline, 2015–2017
- Agency Strategic Plan, 2015–2019
(<https://www.tsl.texas.gov/sites/default/files/public/tslac/landing/documents/TSLAC-strategic-plan-2015-19.pdf>)
- Library Services and Technology Act (LSTA) Five-Year Plan for Texas 2013–2017
https://www.tsl.texas.gov/sites/default/files/public/tslac/ld/pubs/lstaplan/LSTA2013_Final.pdf
- TexShare
 - Mission and Strategic Direction
(<https://www.tsl.texas.gov/texshare/mission.html>)
 - History (<https://www.tsl.texas.gov/texshare/history.html>)
 - Database Funding Factsheet
(https://www.tsl.texas.gov/texshare/database_funding.html)
- TexQuest (<http://texquest.net/content.php?pid=601786&sid=5342778>)
- Texas Interlibrary Loan (<https://www.tsl.texas.gov/landing/ill.html>)

Background Readings

- American Library Association
 - Libraries Transform Trends:
<http://www.librariestransform.org/trends/>
 - National Policy Agenda (Executive Brief):
<http://www.ala.org/advocacy/sites/ala.org.advocacy/files/content/pdfs/NPAforLibrariesBrief2.pdf>
 - Libraries and the Internet Toolkit: Open Access:
<http://www.ala.org/advocacy/intfreedom/iftoolkits/litoolkit/openaccess>
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- Palfrey, John G. 2015. *BiblioTech: why libraries matter more than ever in the age of Google*. New York: Basic Books.
 - Excerpt: The Human Network. *Library Journal*.
<http://lj.libraryjournal.com/2015/09/future-of-libraries/the-human-network-the-digital-shift/>

TED Talks and Videos:

- Libraries: Changing Lives, Transforming Communities
Bill and Melinda Gates Foundation (4:02)

<https://www.youtube.com/watch?v=7cwsrgMOcLA&index=1&list=PLCE1B8F42CC5CDC8C>

- Libraries Present and Future – Chrystie Hill
TEDxRainier, Dec. 28, 2011 (12:39)
<https://www.youtube.com/watch?v=ohKEWtXk0F8>
- Librarians of the Future – Lis Pardi
TEDxSomerville, May 24, 2012 (5:21)
<https://www.youtube.com/watch?v=Ya7qVSWz01c>
- The Library of the Future – Melanie Florencio
TEDxCreativeCoast, June 11, 2014 (7:14)
<https://www.youtube.com/watch?v=B13gfU-9Cf8>
- Libraries Bridging the Digital Divide – Andrew Roskill
TEDxCharleston, May 14, 2014 (11:14)
<https://www.youtube.com/watch?v=J198u5HK0pY>
- What to Expect from Libraries in the 21st Century – Pam Sandlian Smith
TEDxMileHigh, Dec. 16, 2013 (11:24)
<https://www.youtube.com/watch?v=fa6ERdxyYdo>
- Collaboratories and Bubbles of Shush – How Libraries are Transforming – Helen Shenton
TEDxDublin, Dec. 3, 2014 (16:07)
<https://www.youtube.com/watch?v=pHdlWQ28gE8>
- A Life Lesson from A Volunteer Firefighter – Mark Bezos
TED 2011, Mar. 16, 2011 (4:40)
<https://www.youtube.com/watch?v=sAQfzHBpRsc>
- How I harnessed the Wind – William Kamkwamba
TED 2011, Sep. 23, 2009 (5:55)
<https://www.youtube.com/watch?v=crjU5hu2fag>

APPENDIX E: DETAILED SUMMIT RESULTS

Following are the detailed results of the Summit. Raw transcriptions are included as a series of Appendices following this report of the results. All effort was made to transcribe the content as it was developed by the participants.

Strategic Planning Themes

Following the opening remarks on Day One of the Summit, the first exercise had participants work to define the broad themes to drive the strategic planning process. Using the *1-2-8-All* Liberating Structures technique, participants completed a worksheet (Worksheet #1, see Appendix F) drawing from the key questions posed by TSLAC Executive Director Mark Smith. Participants were asked to work individually for 10 minutes to reflect and answer the questions and to derive the 1 or 2 themes that best reflected their answers and thoughts. They then discussed their ideas in pairs for 10 minutes and then in their table groups (of approximately 8 people) where they prioritized the top 1–3 themes per table. Using the *10-25 Crowd-sourcing* Liberating Structures technique, participants scored the themes on a max scale of 25.

The table below displays each theme, rank ordered, with composite scores and table numbers for reference. The raw results can be found in Appendix G.

CHART 1: THEMES

Rank	Theme	Score	Table
1	Expand definition of resource sharing to include spaces, platforms and expertise and marketing services	25	8
2	Advocate for infrastructure as a vital community resource (high speed internet, software, facilities, etc.)	24	1
2	Remove barrier to information for all users, making access easy, engaging, and intuitive	24	11
2	The library community sharing expertise as well as content:	24	4

Rank	Theme	Score	Table
	where info is, who is expert, best practices		
5	Sharing talent instead of just stuff	23	7
5	More resources than just databases: people, knowledge, purchasing, contract, etc. -Resources plus skill -Need for careful and purposeful collection maintenance	23	10
7	De-compartmentalize statewide- whole is greater than sum of parts	22	7
7	Integrated collaborative platform	22	12
9	Dissemination: Open access- discoverable and affordable. Marketing- services, resources, programs	21	2
9	Shared digital infrastructure	21	12
11	Libraries as the engines fueling success	20	4
11	Programming technology items, equipment, etc. as resource sharing (3D printers)	20	3
Top 12 Themes ↑			
Lower Ranked Themes ↓			
13	Changing technology demand	19	3
14	Focus on enabling unique collections and share duplicate collections through shared spaces, expertise, and unique collections through mechanisms for eliminating duplication of effort and resource	18	8
14	More resource sharing across state -Sharing will expand our home resources -Awareness- how do we make an impact? Big awareness of	18	10

Rank	Theme	Score	Table
	shared resources		
14	Updating legal and regulatory constraints on libraries	18	9
14	Assessment of needs: Look for commonalities of assets and of user capabilities	18	2
14	Collaboration -Private entities -Public entities	18	5
14	Gaps in access: Information deserts, lack of standardization in getting a library card, no TexShare access for individuals in unincorporated areas	18	3
20	Information continuums through collaborative efforts (resources including expertise- make it easier for us to help each other)	17	1
20	True access to information for all Texans	17	9
20	Balancing autonomy with collective needs	17	9
23	Rebrand and market library profession	16	7
23	Addressing the changing demographics of Texas: Culture, Language, and Information Literacy	16	1
23	Maximizing the dollars- equity of access and services -Knowledge -Expertise -Staffing -Trespassing -Base of access	16	5

Rank	Theme	Score	Table
	-Experience		
23	Provide people, resources, and services to further engage communities	16	4
27	Be flexible in addressing the needs of various groups within the state of Texas	14	11
27	Education access for library workers- training	14	5
27	Overlapping resources: Databases (TexShare and TexQuest) look to one base database package	14	3
30	Surfacing local information	13	12
31	Partnerships/collaboration- TexShare collaboration - resource sharing (open access) bottom --> top (school to university) parallel (public, school, college, university) - Internal (library + community agencies, library + faculty)	12	2
31	The library is not just a warehouse but we need to keep the space we have -Space vs. resource needs -Resource sharing needs to involve/include sharing space	12	10
31	Libraries shaping as well as serving our communities	12	4
34	Rapidly changing communities, demographics	11	6
35	Maximizing our resources	5	6

During the lunch break, the project team reviewed the results and summarized the top twelve (12) themes, many of which overlapped, and used them for the post-lunch discussion. As a result, participants settled on the following 5 themes, which became the starting point for the next series of exercises, the first of which as to

use the themes to discuss, elaborate, and prioritize the Issues associated with these themes to gain a ‘meeting of the minds” around the factors, trends and conditions driving the themes:

- *Expertise Sharing*
- *Infrastructure*
- *Access*
- *Leveraging Resources*
- *Dissemination, Marketing, and Outreach*

Lower ranked themes can be used to develop the Texas State Library and Archives Commission’s Internal/External Assessment for their biennial strategic plan as may also be used in communications, operational planning, and other engagement and management activities.

Goals

Once the participants had prioritized their Issues, the work progressed to identifying significant Issues/Trends and their Impacts on Customers. Participants used the T Square Technique to organize their work effort (See Appendix F for samples of Worksheets used during the Summit for this exercise:

Theme/Issue Title	
Key Drivers	Impacts

In larger groups of 20 to 24, participants developed Goal Statements that were based on addressing the Issues that emerged and the assessment of the Impact

and Trends associated with the Issues on the future direction for Library Resource Sharing. Detailed transcriptions from each group are included in the report under Appendix H.

For this exercise the Project Team guided participants in drafting desirable future headlines in order to convert those into actionable goals. Participants were asked to:

- Individually, reflect on your adverse outcomes and contributing factors/behaviors, and draft headlines for your one or two key results (i.e. Goals) that relate to the priority Issues from earlier in the day.
 - *What headline would you like to see in the year 2020 that shows that statewide resource sharing efforts such as TexShare have been truly successful?*
- Each of the 4 larger groups then considered the individual suggested goals and collectively chose those believed to be the most critical.

See Chart 1: Themes and Goals on page 9 of the main report for the complete list of goals, grouped by theme.

Because each of the 4 larger groups worked on all themes, there was some repetition in the Goal Statements. Additionally, the participants expressed strong interest in expanding the resources available for ‘sharing’ in an effort to create a stronger, unified impact on both current and prospective library users.

Objectives/Results

As the next step in the Summit planning elements, participants developed objective statements and associated result measures to track against their goals. These results serve as a means of measuring successful achievement of the desired goals. RAH Facilitators urged the groups to craft result measures that would define the goal and ideally, drive achievement of each goal. Strictly speaking, not all of the

objectives are written as objectives statements--many sound like strategies; and, many of the measures are output instead of outcome measures. Nonetheless, this Summit work product does provide the basis for setting a clear direction for measuring and managing TexShare's priority results.

See Chart 2 on page 13 of the main report for a complete list of Goals, Objectives/Result [Measures] and Strategies.

Day One Wrap Up Comments

Thoughts, Ideas, and General Comments from Day 1

The project team decided to poll Summit participants at the start of Day 2 for residual thoughts and ideas from the previous day. Some participants felt they would have liked more time on Day 1, so this added facilitation step was designed to allow additional input. The comments varied considerably, with some comments providing clarification and amplification of previous discussions regarding Issues and Results while others addressed Strategies (which had not yet been developed). A number of the comments focused on Summit and post-process considerations and suggestions. RAH Consulting sorted the comments into 4 categories:

- Themes/Issues
- Results
- Strategies
- Overall and Specific Summit, Strategic Planning Process, and Next Steps Comments

Though this was not a planned-for step and formal work product, which included highly individualized comments, RAH has used the input as supplementary information to aid our understanding of formal Summit input in shaping this report. One major consistent theme in the comments emphasized the need for outreach, engagement, and advocacy. The transcribed notes can be found in Appendix I for further reflection.

Themes/Issues

- Difficulty in showing the value of libraries

Academic, public school, public library needs– how TexShare statewide library lending can most benefit their library. Differences in sizes=different values and needs.

Issues: infrastructure still seems too broad to me and discussions seemed to bog down or focus on only one aspect (broadband, tech support/computers, or physical space) – each has a different objective.

- Issues of sustainable financing to fund services
- Defining digital disenfranchisement – What exactly do people want? Is it what libraries perceive or something else? Would the outcomes of this be different if this group was comprised of frontline staff?
- Ease of use/interface improvement issue
 - Digital disenfranchisement issue.
 - Resource sharing– more than database, also people, ideas, and goals.
- Expertise – It seems this was more of an opportunity for a TLA–TSLAC partnership... and less of a TexShare concern, or more broadly for resource sharing.

Something that might not have been a focus issue while access often gets addressed, as getting patrons connected to libraries and that is an issue, it is also true that people need to be connected to services– ILL, databases, infoshares– across the state, or maybe even MUST BE individual access rather than library access for individuals is in true information deserts. However, the statewide changes that would capture individual needs would also strengthen library services.

- Issue: Universal access to TexShare DBs without library affiliation
- Issue: leverage resources

- Issue: Ensure that we place more emphasis on resources to support small businesses and entrepreneurs. I'm most concerned about whether we will continue providing shared resources or education, diverse populations, etc. because we have done a good job with that. But, while we are doing things to support economic development, TSLAC is not emphasizing that. And neither are enough libraries.
- Issue: Access statewide Infrastructure to make it universal– bring back TIF and TANG! Telecommunication, infrastructure fund, and technical assistance negotiated to support people and our libraries to make sure connections are working properly.

Results (Goals, Objectives, and Measures)

Measuring outcomes difficult to measure over long term in order to know if what was done really had an impact.

Better system– assistance within for promoting resources.

Training/advocacy/information for libraries and the stakeholders so that resources get used.

I think we've touched on TX libraries potential strength in the marketplace and the opportunity for TSLAC to help us organize into strong consortia.

Emphasis on people and their expertise as a resource that is critical to share

Brand recognition: patrons knowing the current services available to them.

Promote and fund a stronger state library which in turn can nurture the statewide library ecosystem

Recruitment, retention

Are our goals, the goals of the libraries in Texas? How are we going to reach all these goals? Which one will we focus on? What is the most important?

What are our priorities? What do we want to happen?

- Issue– goal/objective: We need a research objective of determining our user needs to help libraries remain relevant... AND identifying ways to measure impact on users in ways that matter (e.g. education, employment).

I think we could do better to define the outcome measures for expertise. We should measure:

- The provision of services and resources that support educational needs
- Pre and post–test the knowledge of these served individuals
- Look for larger trends that are evidence of success or failure. Job relates in advance communities, increases in literacy of some kind.

Overall, just figuring out who the customer is for each goal set. I know some are library oriented and some are directly–oriented to the public. I think clarifying that helps guide plans better.

Outcomes/measures: Was the most challenging as our goals were pretty general and discussion of direction measures should take very lengthy. Issue of tools: are we talking about TSLAC goals to libraries or to TX citizens?

Goal? This came up indirectly several times but not if it got captured directly, and it is foundational to what we at TexShare are doing: How will we define resource and how do we go about that? I heard clear desires to expand the definition.

Changing demographics should be considered in objectives under "dissemination / marketing /outreach."

Are the data available or collectable to measure progress towards objectives?

We seem to have fairly adequate agencies– state and local– to accomplish many of our own goals. Perhaps more communication and coordination among disparate groups would contribute to our success.

Having measurable goals– whatever was decided, our goals need to be measured

Is there any way to measure retention of experts or expertise to assume organizational development passing on information to the next person as one leaves the organization?

I don't think we considered the state's priority goals during our discussion. See TSLAC agency workforce, economy, industry, strategic plan. We did consider students and TSLAC.

Some goals imply technology; the expertise piece needs to have a way to share expertise and find both advice and technical consulting.

Outcomes/Objective: We've focused on individuals, communities, schools, educational institutions. We've left out consideration of supporting/collaborating with NGOs, nonprofits, small business supports, initiatives, large industry such as Google Fiber.

Goal: Access. Have we articulated a clear goal about equality of access?

I would like to see TexShare expanded and improved. Improved by ease of use. I believe resource sharing is so much more than TexShare!

Theme: Infrastructure. Goal: No mention was made about aging library buildings and many needing renovation. Could TSL provide an advisory service?

Goal: Mobilize libraries to provide free online vetted educational resources (OERs) to help reduce cost of education for Texans.

Outcome: Reduce cost of public education. Keep more students in school. Increase graduation rates.

Measure: The need to measure outcomes for an assessment of services and content is HARD. Issue: For TexShare to stay a foundation or to more actively engage? If engage, then which audience because we can't do all audiences well. To do one well makes for an initial decision that is extremely hard to make and then stick with it while other audiences are dissatisfied.

Strategies

Requirements for library staff and whether certain certifications should be enforced as mandatory or should be just stepping stones to higher grades of salary/position... We tabled this because we couldn't come to consensus on how the professional certification could be decided on.

All libraries take a resource sharing class, webinar about available resources from the state. Educate librarians about available services. Consider the issues of resource sharing between libraries/librarians. Resource sharing for library users.

Actively pursuing new sources of funding

Stronger influences on legislative activities– advocacy, effective, consistent, inclusive

Stronger inter–agency partnerships

What is the value of literacy? How to take advantage of librarian and literary resources?

Awareness with the public/patrons/users is the major issue. TSLAC and TLA should partner on statewide marketing, PSAs.

Expertise: we– who? – will provide expert service and resources to support community employment and educational needs. State library or local libraries, with support from TSLAC.

The idea of marketing is key and the understanding of what that is seems to be an opportunity. Example: We consider expert services to be a key element of libraries but struggle to create messaging that is part of our patrons at the center. Research is needed.

Still sorting some of the details out of the issues– may be clarified when we discuss strategies.

RE: Infrastructure. I don't want the idea of "advocating" to get lost.

Telecommunications infrastructure is not a role of TSLAC. However, TSLAC take the lead in forming a coalition of agencies to push for high speed/community connectivity for the citizens of Texas.

The notion of standardization is important, but flexibility must be included in strategies. Programs like OCLC navigator being required for accreditation place unreasonable burdens on certain libraries that may be sharing resources in other ways.

Ease of use– we need portal tool to navigate the databases. MAKE THIS HAPPEN!!

Overall and Specific Summit, Strategic Planning Process, and Next Steps Comments

The energy and perspectives in the room yesterday and today are gratifying. I hope real progress can be made in the future with bringing about equal access to all Texans.

How do we sustain whatever it is that develops from this?

Too many of our outcomes were not measurable, accessible actions. I fear that many in our group has not had real experience with assessment and so they are challenged by this part of the exercise. My concern is that we will not produce a real plan with actionable steps.

Generally felt like our outcomes were focused on metrics rather than actions. Confused about the levels– theme, issue, goal, outcome– and sense that there's a step between goal and outcome that we are missing.

Defining digital disenfranchisement. What exactly do people want? Is it what libraries perceive or something else? Would the outcomes of this be different if this group was comprised of frontline staff?

The TSLAC will have an important in the future of library sponsorship. Need to have a strategy team to check the development of technology. Users demand and create new functions at all libraries and keep the traditional foundations.

Everything sounds great if it becomes real. These have to be at the state level.

Issues: groups are very large and I feel like not everyone has had opportunity to share. Groups within rooms are loud and hearing what has been shared is difficult.

Issue: I am not sure that the issues I felt we came here to discuss actually made it to the discussion stage. There were too many agendas in the way. I came to discuss resource sharing! But I may have the wrong definition of resource.

The actual purpose was not addressed. I thought the objective of the summit was to plan the future– bring all the types of librarians to work together and support one another.

Access of equality– bogged down at the objective level. Trying to collate thoughts to adequately reflect group thoughts– couldn't agree. I think we teased at what our issues are but didn't come up with ideas on how to work on them. We are still wondering.

Goals/outcomes: I feel we strayed too far from the area of resource sharing and did not identify many doable goals or outcomes.

Strategies

This section is included in full in the main report, Chart 2 beginning on page 13.

Messaging and Marketing

One of the major themes identified by participants on Day 1 of the Summit was “Dissemination, Marketing, and Outreach.” These themes became the organizing framework for the development of the Issues, Results (i.e. Goals, Objectives, and Outcomes), and Strategies presented in previous sections of this report.

As the last exercise during the final agenda item (i.e. “Synthesis to Achieve Collective Impact”) of the Summit, participants individually developed and rated the central messages associated with the Issues, Results, and Strategies developed throughout the Summit.

Using the *25-10 Crowd Sourcing* Liberating Structures Technique, participants reflected on the relevant Strategic Planning elements and exercises (esp. themes and headlines), selected those they felt best captured what TexShare is about and trying to accomplish, and rated them on a max scale of 25.

The table below displays each theme, rank ordered and with composite scores for reference. The raw results can be found in Appendix K.

Rank	Message	Score
1	My Texas Library Drives My Success!	22
2	Get informed at your library–your competitive edge!	19
3	Advancing the people of Texas through information My library– the heart of the community TexShare: A Library in your pocket Libraries: We're Your Future Transform yourself in your Texas library!	18
4	Connect, discover, grow! Information everywhere, for everyone! TexShare! Libraries: Supporting civilization since 2600 BC Texas Libraries help boost state literacy rate to #1 in the US!	17
Top 11 Messages ↑		
Lower Ranked Messages ↓		
5	Everyone's TexSharing! Education and access for all Texans Libraries– Centers of The Universe	16

Rank	Message	Score
6	<p>Libraries connecting Texans to success</p> <p>Texas Libraries Stamping Out Ignorance</p> <p>Libraries improve lives</p> <p>TexShare is sharing our books statewide</p> <p>All Texans are connected- the digital divide has vanished!</p> <p>Great Texas Libraries for a great Texas future</p> <p>Accessing the future together, for all! 14 Points: TexShare: One Card, all the libraries</p>	15
7	<p>Nothing free anymore- only library unlimited services and resources!</p> <p>Librarians- We know it all!</p> <p>Something for everyone. Yes, everyone!</p> <p>Check us out! Look at us! Libraries changing to meet community needs!</p>	14
8	<p>Libraries connect you to the world</p> <p>Texas Libraries: Not Just Books and Buns</p> <p>Texas Libraries: Your Link To Success</p> <p>TexShare- search one and done!</p> <p>Ask/Access a librarian, they know (almost) everything!</p>	13
9	<p>Statewide EBook System</p> <p>Barriers Down: Go from Pre-K to MIT</p> <p>Your librarian, your BFF. Libraries cut education costs! Librarians rock!</p> <p>Find the future. Beyond books, Texas libraries share...</p>	12

Rank	Message	Score
	<p>More than you think. Let us help</p> <p>Combined expertise --> Responsive libraries</p> <p>Go from Sideline to Starting Line</p> <p>Go from a closed future to an open future</p>	
10	<p>Taking resource sharing to the next level: TSLAC kicks off statewide resource discovery service</p> <p>Discover</p> <p>Find your community all the information you need and help at your local library</p> <p>Information should be available to all Texans regardless of their affiliation with a specific library</p> <p>ONE TexShare</p> <p>Food for thought: feast at your library!</p> <p>Libraries: they're not just for books anymore! Check it out!</p> <p>Libraries "R" the places to be!</p> <p>Better than a bookstore!</p>	11
11	<p>The future of TexShare: Break down barriers to access and expand, enhance, streamline and simplify opportunities for resource sharing for vendors, borrowers and future borrowers</p> <p>Polls show Texans turn to libraries to meet not only information needs but wide range of other needs in all areas of their lives</p> <p>Expand definition of resources and as a result, leverage and share more broadly, expertise and resources</p> <p>Find and create a TexData mobile friendly program with data resources for K12, higher education, and general public users that is</p>	10

Rank	Message	Score
	<p>easy, elegant, and engaging</p> <p>You paid for it- Check it out!</p> <p>We're not your momma's library so check us out!</p> <p>Texas libraries have it for you!</p> <p>Your library re-imagined!</p>	
12	<p>Advance the patron</p> <p>It is all about you</p> <p>Baby we've got it</p> <p>A statewide marketing program used by all types of libraries and raising the profiles of all libraries- no matter their location.</p> <p>Joint statewide purchasing of databases for all academic libraries.</p>	8
13	Texas tops in education thanks to libraries. Graduation rates reach all time high	7
14	Texas Discovers	6
15	Universal TexShare	5

The top 11 messages represent the collective preferences of Summit participants; however, all of the messages offer synthesized ideas important to TexShare overall. These messages can be used to better understand and help explain the Themes, Issues, Results, and Strategies in developing the state and federal Strategic Plans as well as in communications, legislative affairs and appropriations, outreach and marketing, and advocacy efforts.

APPENDIX F: WORKSHEETS

Worksheet #1

Table No: _____

Key Questions that Help Define the Themes

Overarching Question: What will the informational needs of Texas be in five years and how can we [libraries] leverage our shared resources to meet those needs?

Step 1: Individually Answer Key Questions:

1. Resource Sharing is far more than database Can we better define resource sharing? How can we expand our view on and use of our respective resources to assist each other?
2. How can resource sharing help libraries remain relevant to their different communities?
3. All types and sizes of libraries benefit for sharing resources but their specific needs may vary. How should those varying needs drive future decisions about resource sharing activities?
4. Looking out over the next 5 years, how can we ensure that resource sharing activities support new technologies and new methods of access? How do we prevent digital disenfranchisement?
5. What library headline would you like to see in the year 2020 that shows that statewide resource sharing efforts such as TexShare have been fully successful? (*this question has its own exercise later in the day*)

Step 2: Individually Determine My Themes:

Step 3: As a Group of 8, Determine Table Themes, Scribe will Write Each One on an Individual Note Card. You will use 25-10 Crowd-Sourcing Technique to Prioritize

Worksheet #2

Table No: _____

Issue Statements

Prioritized Themes (from Exercise 1):

- 1.
- 2.
- 3.
- 4.
- 5.

Working as a Large Group, Determine the Issues Underlying Each Theme (i.e. the Factors, Trends, and Conditions Driving the Theme, and the Impact on Your Customers) and Scribe on Flip Charts:

1. Theme 1
Issue Title:
Key Drivers:
Key Impacts:

2. Theme 2
Issue Title:
Key Drivers:
Key Impacts:

3. Theme 3
Issue Title:
Key Drivers:
Key Impacts:

4. Theme 4
Issue Title:
Key Drivers:
Key Impacts:

5. Theme 5
Issue Title:
Key Drivers:
Key Impacts:

Scribes Turn in Flip Chart Summary of Issues

Worksheet #2 (continued)

Table No: _____

T-Square Technique

Theme/Issue Title

Key Drivers	Impacts

Theme/Issue Title

Key Drivers	Impacts

Theme/Issue Title

Key Drivers	Impacts

Worksheet #4

Table No: __

Results (Headlines and Goals)

Step 1: Individually Draft Headlines for Each Issue (Converse of the Adverse Outcomes from Exercise 3)

- 1.
- 2.
- 3.
- 4.
- 5.

Step 2: Individually Translate Headlines into Goal Statements

- 1.
- 2.
- 3.
- 4.
- 5.

Step 3: Working as a Large Group, Develop Goal Statements and Scribe on Flip Charts

- 1.
- 2.
- 3.
- 4.
- 5.

Worksheet #5

Table No: _____

Results (Objectives and Outcome Measures)

Working as a Large Group, Determine as Least One Objective/Outcome Measure for Each Goal Statement from Exercise 4 and Scribe on Flip Charts

Goal 1 Objectives

Goal 2 Objectives

Goal 3 Objectives

Goal 4 Objectives

Goal 5 Objectives

Scribes turn in Flip Charts

Worksheet #6

Table No: _____

Strategies

Step 1: Individually, identify the 2 or 3 broad strategies required to achieve the goals and objectives and the specific major activities, initiatives, projects, and services associated with those strategies.

1. Strategy (major activities, initiatives, projects, and services) and Goal(s) Impacted
2. Strategy (major activities, initiatives, projects, and services) and Goal(s) Impacted
3. Strategy (major activities, initiatives, projects, and services) and Goal(s) Impacted

Step 2: In pairs, share your strategies and associated elements.

Step 3: At your tables of 8, identify the 2-3 strategies and associated elements and complete the worksheets before the break.

1. Strategy (major activities, initiatives, projects, and services) and Goal(s) Impacted
2. Strategy (major activities, initiatives, projects, and services) and Goal(s) Impacted
3. Strategy (major activities, initiatives, projects, and services) and Goal(s) Impacted

Step 4: Table scribes turn in your worksheets.

Messaging

On index cards, each individual writes a single central message associated with the Issues, Results, and Strategies the whole group has identified.

You will use 25-10 Crowd-Sourcing Technique to Prioritize These Messages.

All Summit Participants Turn in Their Note Cards.

APPENDIX G: PARTICIPANT RESPONSES – THEMES

Source: Collected from Notecards

TABLE 1

(1) Addressing the changing demographics of Texas: Culture, Language, and Information Literacy

–Score: 16

(2) Advocate for infrastructure as a vital community resource (high speed internet, software, facilities, etc.)

–Score: 24

(3) Information continuums through collaborative efforts (resources including expertise– make it easier for us to help each other)

–Score: 17

TABLE 2

(1) Partnerships/collaboration– TexShare collaboration – resource sharing (open access) bottom --> top (school to university) parallel (public, school, college, university) – Internal (library + community agencies, library + faculty)

–Score: 12

(2) Dissemination: Open access– discoverable and affordable. Marketing– services, resources, programs

–Score: 21

(3) Assessment of needs: Look for commonalities of assets and of user capabilities

-Score: 18

TABLE 3

(1) Changing technology demands

-Score: 19

(2) Programming technology items, equipment, etc. as resource sharing (3D printers)

-Score: 20

(3) Gaps in access: Information deserts, lack of standardization in getting a library card, no TexShare access for individuals in unincorporated areas

-Score: 18

(4) Overlapping resources: Databases (TexShare and TexQuest) look to one base database package

-Score: 14

TABLE 4

(1) Libraries as the engines fueling success

-Score: 20

(2) Provide people, resources, and services to further engage communities

-Score: 16

(3) The library community sharing expertise as well as content: where info is, who is expert, best practices

-Score: 24

(4) Libraries shaping as well as serving our communities

-Score: 12

TABLE 5

(1) Education access for library workers– training

-Score: 14

(2) Maximizing the dollars– equity of access and services

-Knowledge

-Expertise

-Staffing

-Trespassing

-Base of access

-Experience

-Score: 16

(3) Collaboration

-Private and Public entities

-Score: 18

TABLE 6

(1) Rapidly changing communities, demographics

-Score: 11

(2) Maximizing our resources

-Score: 5

TABLE 7

(1) Sharing talent instead of just stuff

-Score: 23

(2) Decentralize statewide- whole is greater than sum of parts

-Score: 22

(3) Rebrand and market library profession

-Score: 16

TABLE 8

(1) Focus on enabling unique collections and share duplicate collections through shared spaces, expertise, and unique collections through mechanisms for eliminating duplication of effort and resource

-Score: 18

(2) Expand definition of resource sharing to include spaces, platforms and expertise and marketing services

-Score: 25 (*HIGHEST SCORE*)

TABLE 9

(1) Updating legal and regulatory constraints on libraries

-Score: 18

(2) True access to information for all Texans

-Score: 17

(3) Balancing autonomy with collective needs

-Score: 17

TABLE 10

(1) –The library is not just a warehouse but we need to keep the space we have

–Space vs. resource needs

–Resource sharing needs to involve/include sharing space

–Score: 12

(2) –More resource sharing across state

–Sharing will expand our home resources

–Awareness– how do we make an impact? Big awareness of shared resources

–Score: 18

(3) More resources than just databases: people, knowledge, purchasing, contract, etc.

–Resources plus skill

–Need for careful and purposeful collection maintenance

–Score: 23

TABLE 11

(1) Remove barrier to information for all users, making access easy, engaging, and intuitive

–Score: 24

(2) Be flexible in addressing the needs of various groups within the state of Texas

–Score: 14

TABLE 12

(1) Integrated collaborative platform

-Score: 22

(2) Shared digital infrastructure

-Score: 21

(3) Surfacing local information

-Score: 13

APPENDIX H: PARTICIPANT RESPONSES – GOALS, OBJECTIVES, RESULTS ALIGNED BY THEMES (ISSUE TRENDS AND IMPACTS OUTLINED HERE)

Source: Easel Pad Notes

TABLES 1 / 2 / 4

---THEME: **EXPERTISE**

– Expertise Goals: We will increase the tools, incentives, and opportunities to access and share expertise across all library types so that Texas remains competitive.

– Expertise Objectives:

- 1) Provide statewide virtual workspace
- 2) Metrics usage #1
- 3) CE hours of all staff, not just the directors
- 4) Count of professionals who participate in presenting workshops
- 5) Count of credentials some measure of professional accomplishments of experts
- 6) Number of experts in statewide directory

–Expertise Drivers/Impacts

EXPERTISE DRIVERS:

Unevenly distributed within institution– geographical type of library– growing own library not efficient

True experience not always on demand, in time

Sharing best practices

Loss of regional offices: left a hole in training/consulting. Availability, coordination

Isolation

Technology of change; staff not all experts now with technology

SILO structures don't foster collaborations

Rapid change in all aspects

Lack of funding to buy expertise and training

Lack of time and incentives for experts

Not making adequate use/maximum impact of existing experts

EXPERTISE IMPACTS:

Failure to meet mission

Uneven distribution of advances

Inequality

Decay

Lack of sustainability

Isolation, no growth by sharing

Loss of service patrons

Lose experts to competition

Frustration staff and users

Difficult to recruit

Costs more to reinvent wheel

Takes longer to implement solutions

Lose relevancy settle for good enough

---THEME: **INFRASTRUCTURE**

-Infrastructure: We will take a lead role in advocating for and developing public and private partnerships to provide broadband access for all of Texas.

-Infrastructure Drivers/Impacts

INFRASTRUCTURE DRIVERS:

Inequality and geography

Technology required for everything underpinning

Staying current

Money

Connectivity

Corporate/industrial relationships- proximity drivers better infrastructure

Security: both physical and computer

Workforce development and education

Tax base

Identification and communication of needs

Inoperability

Unrealistic expectations

INFRASTRUCTURE IMPACTS:

Inability to deliver info resources

Makes libraries less relevant

Can't narrow digital divide – widens have/have not gap

Compromise privacy

Lack of infrastructure impacts all other aspects of library services

Hard to recruit new librarians with out of date buildings and technology

-----THEME: **ACCESS**

Access: We will use the most effective technological measures to eliminate barriers to statewide resources.

-Access objectives: Equality, geography, technology

-Access Drivers/Impact

ACCESS DRIVERS:

User expectations

Inequality financially and geographically

Barriers– policies, copyrights, licenses

Information literacy and digital literacy

Language and cultural demographics

Traditional scholarly information

Communication models

Create barriers to access

Revenue model

Democracy

ADA compliance and handicapped user access

"4 Walls mentality"

Reliance on 3rd party non-library providers

User experience- ease of discoverability of info

ACCESS IMPACTS

Low use

Inefficient use

Inequality

Loss of relevance

Disenfranchisement of certain groups

Missed opportunities

-----THEME: **DISSEMINATION/MARKETING/OUTREACH**

- Dissemination, Marketing, Outreach: We will provide the tools and incentives to assist libraries in raising public awareness of the social, cultural, educational, and economic value of their services.

- Dissemination, Marketing, Outreach Objectives:

1) Provisions of statewide marketing campaign.

- 2) Adoption rate for statewide marketing campaign
 - 3) Community survey designed by statewide experts to gauge awareness of library value
 - 4) How used? Why valuable? Stories/testimonials/anecdotes?
 - 5) Metrics: cards issued, database usage, circulations.
- Dissemination, Marketing, Outreach: Drivers/Impacts

OUTREACH DRIVERS:

- Misconception of what libraries do/are
- Our ability to communicate our purpose and mission
- Customer expectations
- Lack of funding
- Competitors who provide similar services
- Need to convince the admin/got
- Lack of info literacy

OUTREACH IMPACTS:

- Lack of reliable info (users can't find it)
- Loss of resource if not used
- Customers don't take advantage of resources and expertise
- Loss of community support/funding
- Loss of libraries

Poorly educated public and noncompetitive workforce

Weaker communities

-----THEME: LEVERAGING RESOURCES

LEVERAGING DRIVERS:

Limited individual institutional resources

Community's desire and ability to cooperate

"I've got mine"

Lack of infrastructure to leverage resources

Diversity of need

Planning is daunting

Geography

Institutional policies of many entities

LEVERAGING IMPACTS:

Inequality

Lowest common denominator

Loss of synergy

Potential closure of libraries

Wasted money and other resources

Expectation that any shared resource will save money– cost as only driver

Loss of community engagement

TABLES 3/5/6

-----THEME: **EXPERTISE**

Objectives: Expertise

TSLAC will leverage the expertise of librarians across the state to enhance info usage and understanding for all Texans.

TSLAC will provide outreach programs to increase enrollment of library users statewide.

TSLAC will support library professionals in sharing expertise and intellectual capital.

TSLAC will provide certification opportunities for professional and para-professional library staff.

Develop a point of contact between libraries and community experts for constituents to connect with.

TSLAC will support library professionals in sharing expertise and intellectual capital.

Strategies: Develop a portal for expertise resource sharing among library professionals.

-Cost avoidance

-Number of eligible contributors, participants, increase over time

-Number of users

-Satisfaction with service

And built in mechanism

Develop a portal to connect libraries to community professionals

Experts for user programming and consultations, same output measures

Build in a review mechanism

EXPERTISE DRIVERS

Shared librarianship expertise- not replicated work

Customer user demand

Rate of change

Future readiness

Lack of readiness among users

Standardization

EXPERTISE IMPACTS

Quality of service

Ability to serve

Institutional memory loss

Jeopardizes funding in key services

Meeting user needs

Relevance

-----THEME: **LEVERAGE RESOURCES**

TX Libraries will mobilize open educational resources to offset educational costs for Texans

Establish systems of to support integrating organizational access to resources.

TSLAC will continue or strengthen to facilitate strong consortia to development of enable libraries negotiations with publishers and vendors from a place of strength

LEVERAGING RESOURCES DRIVERS

Being essential to stakeholders/funding authority

Questionable value of the concept of libraries

Increasing costs, narrowing contracts, shifting packaging of materials

Explosion of open access resources

Libraries as a place/destination

LEVERAGING RESOURCES IMPACTS

Stakeholders value the libraries

Resources are in jeopardy

Loss of librarians

Purchasing priorities

Tied up funds

Better service

Quiet community service

Collaborative learning

Collaborative workspace

---THEME: **Marketing**

Create marketing outreach campaign with quantitative metrics to reach all Texas library users that will increase resource sharing and improve perceptions of the profession.

TSLAC will provide outreach programs to increase enrollment of library users statewide.

Enable GPS based authentication for TexShare databases.

Encourage reduced residency requirements among municipal libraries.

Reduce unserved users by 50%.

MARKETING DRIVERS

Prove we're essential

Cultural: professional and cultural lack of self-promotion

Talking like librarians

Time constraints

Social media > expected but under used

Demographics: age, education level, household income

MARKETING IMPACTS

We get funded

Patrons don't know what we offer

Marketing outreach

Diminished interest in libraries

Equality and quality of access

Time spent tailoring marketing messages

Diminished use, funding, and issues

-----THEME: **ACCESS**

ACCESS DRIVERS

Info desert

PL residency requirements

Non-standardized policies

Local governance

Inequity access

Licensing restrictions

Cost of materials

Language/Diverse

No access to services from TexShare

-----THEME: **INFRASTRUCTURE**

INFRASTRUCTURE DRIVERS

Broadband access

Resource silos

Inequity

Space grab in our buildings

How to manage library spaces

How are libraries losing space to other spaces

Distance users/learners

LAN exponentially increased

INFRASTRUCTURE IMPACTS

Lack of access

Info deserts

Unequal access to opportunity

Unlevel playing field

TABLES 7/8/12

Key Themes:

- Shared digital infrastructure
- Easy to use interface
- Aggressive outreach
- Integrated collaborative platform

- Surfacing local information
- Staff motivation
- Simplified and flexible consortia models
- Recover serendipitous browsing

Outcome Measures:

- *Percent increase in the amount of geographic locations served
- *Percent increase in the number of diverse populations served and unique users
- *Percent increase in the total usage of all TexShare resources
- *Percent increase in the total usage of all TexShare resources
- *Cost avoidance achieved by resource sharing
- *Percent increase in number by quality of resources available
- *Percent increase in number of participating libraries

----THEME: **ACCESS**

Texans will have easy access via libraries to all the resources they they need regardless of economic situation, education level, or geographic location.

ACCESS DRIVERS

See infrastructure!

Size of state

Funding mechanisms and sustainability

Licensing and copyright

Information explosion

Diversity, demographics language

ACCESS IMPACTS

Inequality of access

Lack of open access to public funded resources

Confusion

Fewer choices

-----THEME: LEVERAGING RESOURCE

Shared resources will be leveraged to maximize access, service and efficiency for lifelong learning.

-----THEME: DISSEMINATION/MARKETING/OUTREACH

MARKETING DRIVERS

Commercial competition

Lack of funding

Outdated conception of libraries

Public demand/expectation for simple interface

Dumbing down of critical thought

MARKETING IMPACTS

Poor access

Lower literacy

Under utilization

Lack of public support

What is TexShare?

-----THEME: INFRASTRUCTURE

Texans will have access to all needed resources statewide on one easily used platform. Outcome measure is same as access.

INFRASTRUCTURE DRIVERS

Changing technology

Public policy

Lack of funding

Explosion of information

Ease of use

Skyrocketing costs

Incompatibility of systems

Competition with non-library services

INFRASTRUCTURE IMPACTS

Loss of/lack of access

Poor usability

Confusion

Unmet needs

-----THEME: **LEVERAGING RESOURCES**

LEVERAGING RESOURCES DRIVERS

Digital silos

Finding interface legal, metadata, psychological

Inefficient use of purchasing/negotiating power

Skyrocketing costs

Difficulty of coordination

LEVERAGING RESOURCES IMPACTS

Poor access

Poor service

Perception of waste

---THEME: **EXPERTISE**

EXPERTISE DRIVERS

Growing need and complexity for staff expertise

Expertise silo

Competition with commercial services

Needed investment in people/staff

Lack of expertise: Marketing, tech, assessment

EXPERTISE IMPACTS

Unmet needs

Lost opportunities

Lack of access

Unequal service

TABLES 9/10/11

OVERVIEW:

- >Extensions of local libraries collections, resources, and staff expertise
- >Leading innovation and sharing
- >Legislative support not hampered by onerous standards; updating legal and regulatory constraints on libraries
- >Balancing autonomy with collective needs
- >Leveraging commonalities while recognizing uniqueness model Texas licensing
- >True access to info for all Texans
- >Support efforts to bring copyright law up to date with technology changes

---THEME: **Expertise**

Expertise objectives: We will provide expert service and resources to support community and staff employment and educational needs.

Expertise outcome: Who are we serving? The libraries or their patrons? Libraries avoid costs by using shared expert services.

Provide expertise and resources to libraries to improve job readiness and educational outcomes. Percentage increase from baseline– computer literacy, job readiness, % increase in those served from expert shared resources.

EXPERTISE DRIVERS

Staffing issues (unfilled positions, gaps, Para professionalism, retirement, attrition)

Efficiency/redundancy (other issues move home)

Geographic distribution– information deserts

Technology/TANG systems

Community expectations have changed

Sharing expertise in emerging areas

Library education lacking (MLS/PhD)– not enough graduates

EXPERTISE IMPACTS

Lack of continuity

High turnover

Professional silos

Met patron expectation

Negative marketing

Bad ROI

----THEME: **OUTREACH/MARKETING**

OUTREACH DRIVERS

Competition for patrons

Social media

Staffing

Lack of promotion

Identifying unknown/evolving user needs

Outmoded model of our profession

Digital browsing and shared resources– hard to find and use

OUTREACH IMPACTS

Users unlikely to choose libraries

Users don't know what there is– it is not visible

Preach to the choir, not to congregation

Inefficient use of funding

---THEME: **Leveraging Resources**

Leveraging resource objective: We will provide a unified statewide platform for collaboration among all Texas libraries to improve user experience and ROI.

LEVERAGING RESOURCE DRIVERS:

Siloed procurement

User instruction

One-on-one model

Lack of continuity

Desire to get out of professional silos

Everything is connected (TexShare/TexQuest)

Lack of platforms

Train-the-trainer model outmoded

LEVERAGING RESOURCE IMPACTS

No access to resources

No knowledge of resources

Uneven staff experience

No way to share resources

All the databases can break

----THEME: **Dissemination, Marketing, Outreach**

Objective: We will provide statewide communication and marketing services so that every Texan knows what libraries have to offer.

---THEME: **Access**

Access objectives: We will provide every Texan with access to innovative library services and the information resources they need.

Access outcomes: Decrease in the number of Texans who are not served by libraries.

ACCESS DRIVERS:

Legislation and regulation barriers such as copyright not keeping with technology and expectations

Vendor domination and existing models

Financial/funding issues and opportunities incompatible with sharing

Geography: have and have not

Lack of understanding on open access/OER

Unserved population

ACCESS IMPACTS:

Turn away patrons

Inability to fulfill expectations

Negative marketing

Less funding

Hampering education of certain populations

-----THEME: INFRASTRUCTURE

Infrastructure objectives: We will enable Texas libraries to enjoy benefits of shared infrastructure so that all Texans can access library resources.

INFRASTRUCTURE DRIVERS:

Workforce sustainability

Space

Technology– stable, interoperable

Complexity: balancing act, unfunded mandates

Lack of state mandates for library funding

Digital management tools (navigator)

Broadband and bandwidth

Cost

INFRASTRUCTURE IMPACTS:

Inability to deliver information

Unequal distribution

Growth restriction

Availability of resources, services, and programs diminished

APPENDIX I: PARTICIPANT RESPONSES – DAY ONE RECAP AND REFLECTIONS

Source: Day 2 Collected Notecards

TABLE 1

(1) Changing demographics should be considered in objectives under "dissemination/marketing/outreach."

(2) RE: Infrastructure. I don't want the idea of "advocating" to get lost. Telecommunications infrastructure is not a role of TSLAC. However, TSLAC take the lead in forming a coalition of agencies to push for high speed/community connectivity for the citizens of Texas.

TABLE 2

(1) Are the data available or collectable to measure progress towards objectives?

(2) We seem to have fairly adequate agencies– state and local– to accomplish many of our own goals. Perhaps more communication and coordination among disparate groups would contribute to our success.

(3) Having measurable goals– whatever was decided, our goals need to be measured

(4) Is there any way to measure retention of experts or expertise to assume organizational development passing on information to the next person as one leaves the organization?

TABLE 3

- (1) Something that might not have been a focus issue while access often gets addressed, as getting patrons connected to libraries and that is an issue, it is also true that people need to be connected to services– ILL, databases, infoshares– across the state, or maybe even MUST BE individual access rather than library access for individuals is in true information deserts. However, the statewide changes that would capture individual needs would also strengthen library services.
- (2) Issue: Universal access to TexShare DBs without library affiliation.
- (4) Expertise: It seems this was more of an opportunity for a TLA–TSLAC partnership... and less of a TexShare concern, or more broadly for resource sharing.

TABLE 4

- (1) Outcomes/Objective: We've focused on individuals, communities, schools, educational institutions. We've left out consideration of supporting/collaborating with NGOs, nonprofits, small business supports, initiatives, large industry such as google fiber.
- (2) The notion of standardization is important, but flexibility must be included in strategies. Programs like OCLC navigator being required for accreditation place unreasonable burdens on certain libraries that may be sharing resources in other ways.
- (3) Some goals imply technology; the expertise piece needs to have a way to share expertise and find both advice and technical consulting.

TABLE 5

- (1) Ease of use– we need portal tool to navigate the databases. MAKE THIS HAPPEN!!
- (2) Theme: Infrastructure. Goal: No mention was made about aging library buildings and many needing renovation. Could TSL provide an advisory service?
- (3) Goal: Access. Have we articulated a clear goal about equality of access?
- (4) I would like to see TexShare expanded and improved. Improved by ease of use. I believe resource sharing is so much more than TexShare!
- (5) Issue: I am not sure that the issues I felt we came here to discuss actually made it to the discussion stage. There were too many agendas in the way. I came to discuss resource sharing! But I may have the wrong definition of resource.
- (6) The actual purpose was not addressed. I thought the objective of the summit was to plan the future– bring all the types of librarians to work together and support one another.
- (7) Access of equality– bogged down at the objective level. Trying to collate thoughts to adequately reflect group thoughts– couldn't agree. I think we teased at what our issues are but didn't come up with ideas on how to work on them. We are still wondering.

TABLE 6

(1) Issue: leverage resources.

Goal: Mobilize libraries to provide free online vetted educational resources (OERs) to help reduce cost of education for Texans.

Outcome: Reduce cost of public education. Keep more students in school. Increase graduation rates.

(2) Issues: groups are very large and I feel like not everyone has had opportunity to share. Groups within rooms are loud and hearing what has been shared is difficult.

(3) Goals/outcomes: I feel we strayed too far from the area of resource sharing and did not identify many doable goals or outcomes.

TABLE 7

(1) Goal? This came up indirectly several times but not if it got captured directly, and it is foundational to what we at TexShare are doing: How will we define resource and how do we go about that? I heard clear desires to expand the definition.

(2) Ease of use/interface improvement issue.

-Digital disenfranchisement issue.

-Resource sharing- more than database, also people, ideas, and goals.

(3) Issue: I want to ensure that we place more emphasis on resources to support small businesses and entrepreneurs. I'm most concerned about whether we will continue providing shared resources or education, diverse populations, etc. because we have done a good job with that. But, while we are doing things to support economic development, TSLAC is not emphasizing that. And neither are enough libraries.

(4) I don't think we considered the state's priority goals during our discussion. See TSLAC agency workforce, economy, industry, strategic plan. We did consider students and TSLAC.

(5) Issue: Access statewide. Infrastructure to make it universal- bring back TIF and TANG! Telecommunication, infrastructure fund, and technical assistance negotiated to support people and our libraries to make sure connections are working properly.

(6) Measure: The need to measure outcomes for an assessment of services and content is HARD. Issue: For TexShare to stay a foundation or to more actively engage? If engage, then which audience because we can't do all audiences well. To do one well makes for an initial decision that is extremely hard to make and then stick with it while other audiences are dissatisfied.

(7) Everything sounds great if it becomes real. These have to be at the state level.

TABLE 8

(1) The TSLAC will have an important in the future of library sponsorship. Need to have a strategy team to check the development of technology. Users demand and create new functions at all libraries and keep the traditional foundations.

(2) Issues of sustainable financing to fund services.

Defining digital disenfranchisement. What exactly do people want? Is it what libraries perceive or something else? Would the outcomes of this be different if this group was comprised of frontline staff?

(3) Too many of our outcomes were not measurable, accessible actions. I fear that many in our group has not had real experience with assessment and so they are challenged by this part of the exercise. My concern is that we will not produce a real plan with actionable steps.

(4) Generally felt like our outcomes were focused on metrics rather than actions. Confused about the levels– theme, issue, goal, outcome– and sense that there's a step between goal and outcome that we are missing.

(5) Still sorting some of the details out of the issues– may be clarified when we discuss strategies.

TABLE 9

(1) Issue– goal/objective: We need a research objective of determining our user needs to help libraries remain relevant... AND identifying ways to measure impact on users in ways that matter (e.g. education, employment).

(2) I think we could do better to define the outcome measures for expertise. We should measure:

–The provision of services and resources that support educational needs

–Pre and post–test the knowledge of these served individuals

–Look for larger trends that are evidence of success or failure. Job relates in advance communities, increases in literacy of some kind.

(3) Overall, just figuring out who the customer is for each goal set. I know some are library oriented and some are directly–oriented to the public. I think clarifying that helps guide plans better.

(4) Expertise: we– who?– will provide expert service and resources to support community employment and educational needs. State library or local libraries, with support from TSLAC.

(5) The idea of marketing is key and the understanding of what that is seems to be an opportunity. Example: We consider expert services to be a key element of libraries but struggle to create messaging that is part of our patrons at the center. Research is needed.

(6) Outcomes/measures: Was the most challenging as our goals were pretty general and discussion of direction measures should take very lengthy. Issue of tools: are we talking about TSLAC goals to libraries or to TX citizens?

TABLE 10

(1) Issues: infrastructure still seems too broad to me and discussions seemed to bog down or focus on only one aspect (broadband, tech support/computers, or physical space)– each has a different objective.

(2) Are our goals, the goals of the libraries in Texas? How are we going to reach all these goals? Which one will we focus on? What is the most important?

(3) What are our priorities? What do we want to happen?

TABLE 11

(1) What is the value of literacy? How to take advantage of librarian and literary resources?

(2) Awareness with the public/patrons/users is the major issue. TSLAC and TLA should partner on statewide marketing, PSAs.

TABLE 12

(1) How do we sustain whatever it is that develops from this?

(2) Recruitment, retention

Actively pursuing new sources of funding

Stronger influences on legislative activities– advocacy, effective, consistent, inclusive

Stronger inter–agency partnerships

(3) Promote and fund a stronger state library which in turn can nurture the statewide library ecosystem

UNMARKED (NO TABLE NUMBERS)

- (1) Difficulty in showing the value of libraries.
- (2) Emphasis on people and their expertise as a resource that is critical to share
- (3) The energy and perspectives in the room yesterday and today are gratifying. I hope real progress can be made in the future with bringing about equal access to all Texans.
- (4) Brand recognition: patrons knowing the current services available to them.
- (5) Academic, public school, public library needs– how TexShare statewide library lending can most benefit their library. Differences in sizes=different values and needs.
- (6) I think we've touched on TX libraries potential strength in the marketplace and the opportunity for TSLAC to help us organize into strong consortia.
- (7) Better system– assistance within for promoting resources.
Training/advocacy/information for libraries and the stakeholders so that resources get used.
- (8) All libraries take a resource sharing class, webinar about available resources from the state. Educate librarians about available services. Consider the issues of resource sharing between libraries/librarians. Resource sharing for library users.
- (9) Requirements for library staff and whether certain certifications should be enforced as mandatory or should be just stepping stones to higher grades of salary/position... We tabled this because we couldn't come to consensus on how the professional certification could be decided on.
- (10) Measuring outcomes difficult to measure over long term in order to know if what was done really had an impact.

APPENDIX J: PARTICIPANT RESPONSES – STRATEGIES

Source: Worksheet Number 6

A Strategy is the major activities, initiatives, projects, and services, and goals impacted."

TABLE 1:

ISSUE: Outreach

STRATEGY: TSLAC to launch statewide awareness campaign with local customization options.

- Solicit expert marketing experience
- Solicit corporate in-kind donations, like billboards

ISSUE: Outreach

STRATEGY: TSLAC to recognize libraries that meet standards for community outreach

- Sticker -Press Releases -Notification to libraries governing bodies

ISSUE: Expertise

STRATEGY: Create electronic forum/knowledge base/ portal

- Threads by topic -unrestricted topics
- Low bar to search topics
- Possible aggregation of other forums/resources
- Boards must be moderated
- "Ask me anything" events with experts

TABLE 2

ISSUE: Marketing

STRATEGY: Task force on marketing with a marketing professional to design unified marketing campaign that can be adapted to different types of libraries and resources while providing a common and memorable message that highlights library services and value.

ISSUE: Expertise

STRATEGY: Create a Linked-In group to identify Texas library experts. Provide a professional development fund and program through which librarians can apply to increase their skills with expectation that they will provide training to others for X years [and/or provide stipend for librarians to share expertise].

ISSUE: Infrastructure

STRATEGY: Fill gaps in broadband access in cooperation with major carriers, school districts, TEA and other state agencies.

TABLE 3

ISSUE: Expertise and leveraging resources

STRATEGY: Set up a portal that allows libraries to place intellectual capital projects and other librarians to access these resources by type and category. The goal is TSLAC leverages expertise across states.

ISSUE: Leverage resources

STRATEGY: TSLAC will create a platform and a process to vet open educational resources to offset increased costs of paid educational resources. The goal is that TSLAC will mobilize educational resources to offset rising costs for Texans.

ISSUE: Access

STRATEGY:

- 1) Encourage reduced residency requirements (especially for municipal /county public libraries). Goal increases library users statewide.
- 2) Enable geographic authentication for access to TexShare databases and design method for ILL to remote folks. Goal: Increase library users statewide.

ISSUE: Leverage Resources

STRATEGY: Use TexShare to reduce e-resource costs for all TX libraries.

- 1) Create a process to vet open access resources to offset increasing e-resource costs.
- 2) Create bundling for special resources that allows TexShare to negotiate best costs.

ISSUE: Expertise and leverage

STRATEGY: TSLAC to leverage libraries expertise across state

- 1) Set up a portal that allows libraries to upload intellectual capital projects and products that offer librarians access (e.g. PIVOT)
- 2) Set up a portal to connect to other experts (including librarians) for programming

TABLE 4

ISSUE: Access

STRATEGY: Work with TexShare database vendors to implement geolocation as an authentication method.

ISSUE: Infrastructure and access

STRATEGY: Develop TSLAC position solely for vendor relations. Direct financial support to libraries for equipment, including things like video cards to improve streaming video quality, to improve digital access.

ISSUE: Outreach, marketing

STRATEGY: Statewide branded marketing campaign

ISSUE: Access

STRATEGY: Financial support subsidization for statewide courier service between libraries. Direct financial assistance to libraries to improve quality of services like internet, i.e. video cards, routers, other network infrastructure.

ISSUE: Outreach

STRATEGY: Statewide branded marketing campaign to promote the value of library success. Social, education, economic, dissemination. Contact government agencies and private telecommunication companies to initiate broadband installation. Create plan for effective coverage statewide. Take a lead in advocating for broadband access statewide.

TABLE 5

(Sheet 1)

ISSUE: Infrastructure

STRATEGY: Build task force to work in broadband quality throughout the state. Build shareable resources while keeping in mind ways to make current resources more widespread. Work on making TexShare easier to use. More buying power = lower cost. Make statewide "Sharing Groups" available at least geographically. A volunteer between system type group, and give these groups initiative and work. Make them needed entity.

(Sheet 2)

ISSUE: Leverage resources

STRATEGY:

-Create a tool that would allow users of different systems to use valuable resources

-Create a regional system to share expertise, staff all technology

ISSUE: Expertise

STRATEGY:

-Identify and vet experts in an area

-Create a portal that allow the experts to post resources and provide training

ISSUE: Infrastructure

STRATEGY:

-Create a regional network

-Create a tiered pay scale

(Sheet 3)

ISSUE: Access

STRATEGY: TSLAC will develop a platform for ease of use of TexShare database.
The database will be easy to use, like Google

ISSUE: Expertise

STRATEGY: TSLAC will develop a program to credential librarians and library workers

ISSUE: Leveraging resources

STRATEGY: TSLAC negotiate with vendors to provide statewide discounts for all libraries. Utilize the buying power created by the numbers in our state.

(Sheet 4)

ISSUE: Leveraging resources

STRATEGY:

- Expand the scope of the statewide closeout program
- Create a regional consortium to share expertise, staff, and technology

ISSUE: Infrastructure

STRATEGY:

- Create a task force to work on broadband equality
- Create a regional network consortium

TABLE 6

ISSUE: Dissemination

STRATEGY: TSLAC will build, maintain, and market a database of open source educational materials, available to all Texans, using the expertise of institutions who have established OER Silos.

TSLAC decreases the cost of education for all Texans.

ISSUE: Access

STRATEGY:

- Using academic institutions as experts in providing open source material
- Using the state library as a portal
- Portal platform- partnership or from scratch

TABLE 7

ISSUE: Leveraging resources and expertise

STRATEGY: Identify librarians who are experts in their fields/areas to share best practices and provide consultation, and field experts outside profession for same, for TexShare, and individual libraries.

ISSUE: Dissemination

STRATEGY: Work with marketing/PR experts on long-term/engaging basis to establish and implement, on statewide level, marketing/branding plan for TexShare/libraries, provide resources including training to support implementation.

ISSUE: Access

STRATEGY: Conduct census of libraries and connectivity to identify access deficiencies. Organize private/public partnership to purchase equipment to bring libraries up to standards, with commitment to ongoing/sustained support of some.

TABLE 8

ISSUE: Marketing

STRATEGY: Attract new customers– target new market, small business, etc. Provide new resources to increase access. Develop targeted strategy for specialist requirement, such as education, language.

ISSUE: Infrastructure

STRATEGY: Identify what the real technology requirements on non–library users are. Not work on assumptions.

ISSUE: Dissemination

STRATEGY: Development of shared resources such as online platforms. Improve access for all, greater variety, cost effective, increased circulation.

ISSUE: Expertise

STRATEGY: Streamline statewide discovery process. Implement unified discovery tool to help users locate content at any TexShare member library.

STRATEGY: Streamline TexShare registration process with the aim of eliminating separate cards (e.g. integrate TexShare reg process to include existing state IDs)

STRATEGY: Create a shared storage facility for duplicated little used physical content, support ILL function.

ISSUE: Expertise

STRATEGY: Create a regional expertise bureau of librarians who are able to provide support and assistance to smaller less well–functioned libraries. As with materials resource sharing provides financial support for those libraries that have time and knowledge.

TABLE 9

ISSUE: Access, marketing, outreach

STRATEGY: Cyber-mobile with latest technology to travel to local areas and showcase TexShare, TexQuest, and online resources

ISSUE: Marketing and outreach

STRATEGY: Statewide library press office- coordinated publicity, training, and assistance for local libraries, media relations, and curate library news from all over Texas

ISSUE: Leveraging Resources

STRATEGY: Commission research at the statewide level showing impact of libraries on key output measures, e.g. economic, education. Provide expertise to local libraries to conduct research on user needs and support grants.

TABLE 10

ISSUE: Expertise

STRATEGY: Shared experts bureau paid for by participating libraries. Consultant referral service- run through state library or regional ESC.

ISSUE: Expertise

STRATEGY: Consultant referral service, coordinated through central point, reimbursement at local level

ISSUE: Expertise

STRATEGY: Create, corral, and promote consortia across the state, with a directory/central location to find information

TABLE 11

ISSUE: Dissemination

STRATEGY: Hire marketing/PR person to publicize library activities. Join TLA for advocacy... lobbying and resources

ISSUE: Expertise

STRATEGY: Create network of librarians' specialties to share expertise- library facing database, giving librarians' knowledge, leveraging library resources for broader availability

ISSUE: Infrastructure

STRATEGY: Advocate for funding to increase bandwidth to make resources more readily available across the state

TABLE 12

ISSUE: Access

STRATEGY: Develop expertise and create statewide discovery tool allowing Texans to access the resources they have a right to

ISSUE: Leveraging/Dissemination

STRATEGY: Establish sustainable funding for statewide comprehensive marketing campaigns to promote libraries of all types.

ISSUE: Expertise

STRATEGY: Develop human capital statewide by establishing partnerships between TSLAC and accredited library universities and Texas Library Association to encourage recruitment, development, and retention.

APPENDIX K: PARTICIPANT RESPONSES – MESSAGING AND MARKETING

Source: Last Set of Notecards Day 2

(From lowest score to highest)

5 points: Universal TexShare

6 points: Texas Discovers

7 Points: Texas tops in education thanks to libraries. Graduation rates reach all time high.

8 points: Advance the patron.

8 points: It is all about you

8 points: Baby we've got it

8 points: A statewide marketing program used by all types of libraries and raising the profiles of all libraries– no matter their location.

8 points: Joint statewide purchasing of databases for all academic libraries.

10 Points: You paid for it– Check it out!

10 Points: We're not your momma's library so check us out!

10 points: Texas libraries have it for you!

10 points: The future of TexShare: Break down barriers to access and expand, enhance, streamline and simplify opportunities for resource sharing for vendors, borrowers and future borrowers

10 points: Polls show Texans turn to libraries to meet not only information needs but wide range of other needs in all areas of their lives

10 points: Your library reimaged!

10 points: Expand definition of resources and as a result, leverage and share more broadly, expertise and resources

10 points: Find and create a TexData mobile friendly program with data resources for K12, higher education, and general public users that is easy, elegant, and engaging

11 points: Taking resource sharing to the next level: TSLAC kicks off statewide resource discovery service.

11 Points: Discover.

11 Points: Find your community all the information you need and help at your local library

11 points: Food for thought: feast at your library!

11 points: Libraries: they're not just for books anymore! Check it out!

11 Points: Libraries "R" the places to be!

11 Points: Information should be available to all Texans regardless of their affiliation with a specific library

11 points: Better than a bookstore!

11 points: ONE TexShare

12 Points: Statewide EBook System

12 Points: Barriers Down: Go from Pre-K to MIT

Barriers Down: Go from Sideline to Starting Line

Barriers Down: Go from a closed future to an open future

12 Points: Combined expertise --> Responsive libraries

12 Points: Your librarian, your BFF. Libraries cut education costs! Librarians rock!

- 12 Points: Find the future. Beyond books, Texas libraries share...
- 12 Points: More than you think. Let us help.
- 13 Points: Libraries connect you to the world.
- 13 Points: TexShare– search one and done!
- 13 points: Texas Libraries: Not Just Books and Buns
- 13 Points: Texas Libraries: Your Link To Success
- 13 points: Ask/Access a librarian, they know (almost) everything!
- 14 Points: Librarians– We know it all!
- 14 Points: TexShare: One Card, all the libraries
- 14 Points: Nothing free anymore– only library unlimited services and resources!
- 14 Points: Something for everyone. Yes, everyone!
- 14 Points: Check us out! Look at us! Libraries changing to meet community needs!
- 15 Points: Libraries connecting Texans to success.
- 15 Points: Texas Libraries Stamping Out Ignorance
- 15 Points: Libraries improve lives
- 15 Points: TexShare is sharing our books statewide.
- 15 Points: All Texans are connected– the digital divide has vanished!
- 15 Points: Accessing the future together, for all!
- 15 Points: Great Texas Libraries for a great Texas future
- 16 Points: Education and access for all Texans
- 16 Points: Everyone's TexSharing!
- 16 Points: Libraries– Centers of The Universe

17 Points: Libraries: Supporting civilization since 2600 BC

17 Points: Connect, discover, grow!

17 Points: Information everywhere, for everyone! TexShare!

17 Points: Texas Libraries help boost state literacy rate to #1 in the US!

18 Points: Transform yourself in your Texas library!

18 Points: Advancing the people of Texas through information

18 Points: My library– the heart of the community

18 Points: TexShare: A Library in your pocket

18 Points: Libraries: We're Your Future

19 Points: Get informed at your library– your competitive edge!

22 Points: My Texas Library Drives My Success!