

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.