

CARLI 2020 Strategic Plan

The *CARLI 2020 Strategic Plan* outlines our organization's aspirations and defines our understanding of the consortium's focus. The plan is a guide for the next two years, 2018-2020; during that time, CARLI will be focused on providing excellence and leadership, and services at scale and only when value can be achieved.

I am grateful to all who have contributed to the development of this plan, including the CARLI member library staff who contributed their comments. The exercise of compiling the plan was tremendously positive for the organization; it allowed us to take time to discuss priorities and expectations, challenges and accomplishments, and to set our sights on how we would like CARLI to look in the future.

Anne Craig
CARLI Senior Director

Strategic Priority __

Ensure adequate, secure, and **stable funding** for CARLI

1. Gather and evaluate membership input regarding impacts of state budget issues with focus on libraries' budgets.
2. Consider defining alternative pricing structures and exploring potential impacts.
3. Review assessment and surcharges to members and understand associated costs to evaluate the opportunity to restructure pricing for these programs.
4. Revisit all CARLI services to ensure the focus is on the highest priority products and services to member libraries and to identify any opportunities to reduce expenditures.
5. Explore opportunities to partner with other states or with other entities
6. Provide updates to members and create dialog opportunities to ensure that members' administrations are aware of CARLI's intentions to be proactive in growing services and finding alternate sources of revenue.

Strategic Priority __

Establish and communicate the **value proposition** for academic and research libraries in Illinois

1. Connect what CARLI does to student outcomes such as retention and completion.
2. Articulate to policymakers and legislators how CARLI provides value to the State of Illinois and why it is a good investment of taxpayer dollars.
3. Highlight the value that CARLI creates for member libraries.

Strategic Priority __

Enhance **collaboration among libraries by identifying, nurturing, and supporting services and programs that can best be provided at scale**

1. Provide mechanisms for member libraries to collaborate in smaller groups as well as the larger group and potentially leverage “best of breed” programs, initiatives, and ideas.
2. Determine which services/programs should be implemented at scale/centrally versus distributed support and management.
3. Measure ROI of services/programs to ensure focus on the right areas and track staff time to determine effort on programs that benefit a small subset of members versus the entire member population.
4. Leverage existing committee structure to form small group to assess and evaluate services and programs.

Strategic Priority __

Provide resources/services/tools for exposing and exploiting **information resources and collections**

1. CARLI committees* and staff facilitate connections between member libraries that may enable smaller groups to take advantage of projects/products/services.
2. CARLI staff regularly surveys members to identify the most important services that it offers to member libraries, ensuring that priorities are determined from the bottom up and that changes in priorities are captured.
3. CARLI committees work with CARLI staff liaisons and other committee members in a deliberate and regular way to exemplify visioning, to fulfill the CARLI strategic plan, and to keep fingers on pulse of trends and environment.
4. CARLI committees and staff leverage experiences and expertise of member libraries by providing mechanisms to share with other members.
5. CARLI committees and staff seek grants that may fund new projects or services.

**”committees” includes the board*

Strategic Priority __

Encourage **innovation in skills, services, programs, and all aspects of CARLI libraries**

1. Encourage member libraries to think creatively and innovatively about how they interact with their home institutions.
2. Connect institutions that have similar interests/needs.
3. Consider new business models for libraries and develop or establish implementation plans for models that are under consideration or adopted by member libraries.