



**COSLA**

Chief Officers of  
State Library Agencies

# 2023 - 2026 STRATEGIC PLAN

**COSLA.ORG**



# WE ARE COSLA

## About COSLA

The Chief Officers of State Library Agencies (COSLA), an independent organization of the principal library officials in all 50 states, the District of Columbia, and two territories, responsible for statewide library development. Its purpose is to provide leadership on issues of common concern and national interest; to further state library agency relationships with federal government and national organizations; and to initiate cooperative action for the improvement of library services to the people of the United States.

[cosla.org](https://cosla.org)

## Core Values

Chief officers are united through a shared commitment to libraries, yet also recognize that COSLA's strength and power lies in the diversity of its members and their experiences. All COSLA interactions are based on the fundamental principle that each member values and respects one another's commonalities and differences, which fosters a welcoming and collegial organization.

[COSLA Statement of Values \(PDF\)](#)



# COSLA member capacity building.

## Strategic Priority 1

### Desired Outcome

COSLA will provide a framework for support, collaboration, communication, and essential partnerships that empowers Chiefs to successfully lead state library administrative agencies.

### Strategies

#### *Resources for Chiefs*

- 1.1 Create and maintain participation groups that serve as a conduit for information and networking for Chiefs.
- 1.2 Assess member's resource needs.
  - 1.2.1 Create resource toolboxes for chiefs to adapt, scale and use in their states. This may include but is not limited to: Media and communications strategies.
- 1.3 Tailor national initiatives for state or local implementation.
- 1.4 Establish a repository of legislative policy briefs, policy responses, legislative successes and failures or other resources for use by chiefs and state library staff.

#### *Professional Development for Chiefs and State Library Agency Staff*

- 1.5 Identify what members most need from COSLA to support their professional development.
- 1.6 Develop leadership capacity and strengthen operations in State Library Agencies through a robust training program.
- 1.7 Deliver training in translating data into compelling stories that communicate the value of libraries and target different communities and priorities within COSLA's membership.
- 1.8 Build capacity of Chiefs to understand and navigate all forms of advocacy.

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### Measures of Success

- 80% of Chiefs report that COSLA initiatives met their organizational needs
- Chiefs and SLA staff report more confidence in tackling policy issues
- Three topics for resource toolboxes identified and developed annually
- 75% of Chiefs engaged in participation groups



# Establish COSLA as a visible and **leading** library advocate.

## Strategic Priority 2

### Desired Outcomes

COSLA is a trusted organization that provides a balanced representation of state and territory library agencies' perspectives in advocacy efforts.

An increase of Federal Library Services and Technology Act (LSTA) Grants to States Program funding commensurate with the total population of the United States and its territories (\$1 Per Capita).

### Strategies

#### *Community / Coalition Building*

- 2.1 Bring a collective voice to national partners that addresses important topics and communicates results.
- 2.2 Establish collaborative relationships with key library and non-library stakeholders.
- 2.3 COSLA is the primary source for original materials and messaging to demonstrate the impact of library services for the community; and the importance of sustained state and federal funding for libraries.

#### *Government Relations*

- 2.4 Cultivate trusted relationships with members of Congress to foster increased knowledge of and support for libraries.
- 2.5 Advocate for \$1 per capita LSTA Grants to States program funding by 2030.

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### Measures of Success

- A national survey on the use and perception of public libraries is conducted.
- National conversation with key stakeholders (library and non-library) on intellectual freedom or other matters of shared concern/interests is convened.
- Non-library organizations participate with libraries in a COSLA-led coalition.
- COSLA is consulted and widely visible on the national level as an expert source used by media and legislators regarding library issues and libraries.
- LSTA Grants to States program advocacy is successful in raising the dollar amount of funding to the Grants to States program so that it is equal to \$1 per capita of the population of the United States by 2030.



# Expand COSLA's **organizational capacity**.

## Strategic Priority 3

### Desired Outcomes

COSLA's organizational capacity advances its mission.

### Strategies

*Community / Coalition Building*

- 3.1 Leverage a national level coalition of library and non-library advocates/partners to extend COSLA's capacity to achieve organizational goals.

*COSLA Capacity*

- 3.2 Examine opportunities for organizational growth or improvement that will expand COSLA's ability to further its mission and strategic goals.
- 3.3 Develop COSLA's organizational knowledge, culture, and internal capacity.
- 3.4 A robust COSLA website promotes communication between COSLA and internal and external constituents.

### Measures of Success

- Coalition established.
- Develop a report on resources utilized to achieve organizational goals.
- COSLA is a valued and impactful partner to allied organizations.
- COSLA website reflects organizational history and priorities.
- Survey of COSLA Membership demonstrates a high degree of satisfaction with COSLA activities.

*Caption: Photo from the 2022 COSLA Fall Conference, at the Chico Hot Springs Resort in Pray, MT. Pictured on Page Two (Left to Right):*

*Row One: Susan Banks (PA), Jamie Ritter (TN), Jen Nelson (NJ), Jennie Stapp (MT), Julie Walker (GA), Mary Soucie (ND), Karen Mellor (RI), Jeremy Johannesen (COSLA).*

*Row Two: Cathy Delneo (VT), Natalie Currie (OK), Deborah Schander (CT), Gloria Meraz (TX), Robin Westphal (MO), Wendy Cornelisen (OR), Nicolle Davies (CO), Amy Johnson (FL).*

*Row Three: Jennifer Chilcoat (AR), Lauren Moore (NY), Ben Miller (WI), Dale Savage (NM), Sandy Treadway (VA), Wendy Knapp (OH), Stephanie Bailey-White (ID), Tami Lee (MN), Michelle Underhill (NC), Devra Dragos (NE), Sara Jones (WA), Erlinda Naputi (NMI).*

*Row Four: Donna Calvert (WV), Jake Speer (IN), Jamie Marcus (WY), Randy Riley (MI), Chaundra Johnson (UT), George Seamon (SD), Ray Walling (KS), Michael Scott (IA), Jaime Bell (AZ), James Lonergan (MA).*