Impact Model for Global Collections Activities at CRL

Current Situation
The issues CRL global collections activities are trying to address

FIELD-LEVEL

- Transition to postcolonial frame for collective global collections activities
- Institutions have competing collecting priorities, and thematic collective collecting can only be accomplished at the field level
- Relationship networks with librarians and knowledge producers in other countries are nurtured over the long-term and require a trusted organization to hold space for those partnerships.
- Lack of staff capacity and resources for area studies, non-English language specializations, diminished investments in skills and competencies, etc. within individual member institutions

ORGANIZATIONAL-LEVEL

- The number and scale of CRL global collections activities have outgrown current infrastructures (including digital infrastructure), processes, and staff capacity.
- Current misalignment between what we need the CRL global collections governance to enable -- and the structures and processes currently in place to meet them.
- No clear articulation of the types of information inputs needed to feed into and out of the CRL global collections system (which types of information need to be shared with which parts of system when) in order to support governance in making strategic decisions

Resources
What CRL brings to address the situation

- The CRL community is extremely engaged at all levels (from CSPC, ICCG, the CRL board, AMP and GRN leadership [CRL Global Collections Programs, or GCPs], and the broader CRL community)
- Global collections programs are filled with non-English language experts; global collections programs are where ideas are generated, where new practices and approaches for collective collection development can be explored and assessed
- CRL's commitment to support the the research library community in shaping the evolution of area studies
- Staff expertise in information and collections management across the information stewardship lifecycle as well as financial and administrative expertise
- Strong member commitments to fund open access programs
- Existing non-English language collections
- CRL's scale - which can be leveraged as an "expertise amplifier"

Desired Long-Term Impact
Impacts CRL will have over the long term on the situation or problem

Led by its members (and in alignment about shared commitments), CRL advances the cultivation of the post-colonial knowledge commons with the goal of increasing equity of access in all parts of the world through the following:

- Fosters more equitable partnerships between member institutions as well as between CRL member and international institutional partners
- Cultivates an equity-centered, leader-full, community of practice in which area studies can evolve and non-English language expertise can thrive

- Defines improvements to collective collecting practices that will allows CRL members and partners to develop and sustain collections in a post-custodial setting
- Coordinates and supports engagement of regional institutions and information producers
- Diversifies and clarifies collective collection priorities and impacts
- Advances discovery and promotion of research resources in regional Institutional Repositories
- Builds/improves/maintains/enables interoperation of digital infrastructure to support collective global collection development, preservation, discovery, and use
- Supports timely cataloging and description of print and electronic content, especially for non-Roman script language materials

Activities	Outputs	Outcomes	Explicit Mapping to Long Term Desired Impact
Activities/actions to effect change	*What you expect to create through CRL's efforts*	*What information would we use to determine if the outputs of our activities were, in fact, advancing our desired impact? Who did we reach?*	

Understand & Design (April - September 2023): Conducting a landscape scan to better understand the full range of CRL's global collections, and apply that understanding to the redesign of administrative and oper ational structures and processes.

Conduct Landscape Scan	**Outputs include:**	**Outcomes include:**	The landscape scan is integral in understanding current Global Collections Activities . This work will be foundational in making all future work possible (in other words, understanding the current situation to make informed decisions about what to change and what activities to prioritize)
Complete and make available a landscape scan across CRL Global Collections Activities including activities such as: • Create an inventory of *needs/procedures* of all GCPs to facilitate mapping these procedures onto CRL job architecture. (Needs/procedures include accounts payable activities, shipping, preparation of agreements/MOUs, metadata creation, governance activities, etc.) • Conduct inventory of current	• A baseline understanding of the full range of institutional partnerships and other assets that will enable alignment across different parts of the CRL Global Collections Activities and enable co-design of broader, coordinated initiatives • Better understanding of how CRL can better leverage its positionality and its resources to support the leadership and innovation of our international institutional partners • A documented understanding of commonalities, as well as systems or models from the GCPs that are working	• Partners and member organizations see increased engagement with non-US and Canadian resources • Partners and members leverage their own positionality and expertise to support collective collection building • There is movement towards larger, multi-institutional collaborations that could be administratively housed at CRL but led by non-US and Canadian partners	

status of GCP groups' *strategic plans, collection development policies, goals, and assessment practices* in order to identify places of commonality and/or gap ● Map current *institutional partnerships* across existing global collections activities ● Map *current governance structures* for CRL global collections at the ICCG and CSPC level to inform governance work in "Invest, Implement, Improve" stage (below) ● Map *existing assets* within GCPs (e.g., language, subject/area, or technical expertise) that are/can be applied to collaborative CRL Global Collection Activities (e.g., multi-institution grants, cataloging initiatives, internship programs, digital humanities projects, etc.)	really well; shared understanding of the GCPs and committees about what is and is not going on across the GCPs		
Design Fiscal Sponsorship Program Outline what it takes to administer global collections programs currently. Design new CRL Global Collections operational infrastructures to support a robust fiscal sponsorship program for GCPs.	Outputs of a fiscal sponsorship program design include: ● Clear program statement ● Documented program parameters including roles and responsibilities, expectations, resources, workflows and policies, training and competency needs, etc. ● Assessment and redesign of fiscal	Outcomes of a fiscal sponsorship program design include: ● Provides a realistic and grounded understanding of CRL capacity to provide consistent levels of support across GCPs ● Resetting expectations across the system: From a CRL trying to provide specialized services to each GCP, to the	Design of a new fiscal sponsorship program directly maps onto the following long -term desired impacts: ● Advance collection development in service of the "collective collection" ● Support timely cataloging and description of print and electronic content, especially for non-Roman script language materials

	sponsee governance structures as well as practices that support strea mlining, collaboration, and/or programmatic coherence (based on the landscape scan and review of infrastructure, practices and policies, etc.) ● Training materials and guides for GCPs regarding new roles, workflows, and expectations (e.g., calendar invitations and a template for quarterly/annual updates and reporting, leadership succession and onboarding procedures, common budget templates and financial reporting) ● Onboarding/orientation plan for participants in CRL programs so participants understand how their work fits into larger organizational values, commitments, and priorities, and community norms (e.g. code of conduct)	identification of efficiencies that will improve the quality and consistency of administrative, financial, and collective stewardship support services that GCPs can rely on	● Coordinate and support engagement of regional institutions and information producers to develop and sustain collections in a post-custodial setting Design of a clearly defined fiscal sponsorship program builds capacity, allows the organization to work at scale, and provides avenues for collaborating in a way that a less defined model does not.
Design CRL Global Collections Governance Grounded in the shared vision for an equity-centered, post-colonial future for global collection, establish a new overall governance design for CRL global collections to better support all stakeholders and enhance necessary processes.	**Outputs of co-designing CRL Global Collections Governance:** ● A governance model for Global Collections Activities, designed by CRL leadership with input from the Sustainability Sprint team and approved by the CRL board (October 2023), that is organized around critical global collections functions or phases of the collections stewardship lifecycle ● New election and recruitment procedures for different stakeholder representatives	**Outcomes of co-designing of an equity-centered governance model for global collections:** ● All key stakeholder groups (e.g., CRL Board, GCPs, CRL Staff, ICCG, member representatives from institutions that do not have a longstanding area studies program but are nonetheless invested in collective global collecting) have a shared understanding of how the governance model maps directly to the desired impact of CRL global collections activities - and they are able	**Designing a new CRL Global Collections Governance will contribute to the following impacts:** ● Fosters more equitable partnerships between member institutions as well as between CRL member and international institutional partners ● Cultivates an equity-centered, leader-full, community of practice in which area studies can evolve and non-English language expertise can thrive

		to communicate that mapping clearly to other colleagues in the stakeholder group they represent	Which in turn…
	• New meeting schedule • New charges for any subgroups	• Resetting expectations across the system: From a portfolio of complementary activities (collective action) towards a set of interdependent activities required to support and drive collective global collections (collective impact) -- seeing the importance of both existing or ongoing global collections activities AND adding a new consciousness/awareness about how those activities can be aligned for greater association-level impact	• Allows for the association to define improvements to collective collecting practices that will allows CRL members and partners to develop and sustain collections in a post-custodial setting • Paves the way for the diversification & clarification of collective collection priorities and impacts A new governance structure that overlays CRL's global collections activities (i.e., reimagining governance at the CSPC and the ICCG level, and instituting a model with functions or phases of the collections stewardship lifecycle in mind) may support more strategic thinking and direction of the program as a whole.

Invest, Implement, & Improve (October 2023 - April 2024): CRL will enter an implementation phase for new administrative, operational, and governance processes created in the *"Understand & Design"* phase; Investments will be made to improve technological infrastructure

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Activities/actions to effect change	*What you expect to create through CRL's efforts*	*What information would we use to determine if the outputs of our activities were, in fact, advancing our desired impact? Who did we reach?*	

Implement Fiscal Sponsorship Program	Outputs of a fiscal sponsorship program implementation include:	Outcomes of a fiscal sponsorship implementation include:	Fiscal sponsorship program implementation directly maps onto the following long -term desired impacts:
Implement and onboard GCPs into newly defined operational infrastructures.	- Onboarding to the new operational and administrative infrastructure defined by the fiscal sponsorship model - Newly scheduled quarterly recurring meetings with each GCP that will provide consistent reporting from CRL to GCPs on financials as well as ongoing collection stewardship activities - Internal fiscal sponsorship staff team that meets regularly to sync up across the different components of the program	- Build capacity (for sponsees and CRL) to work at scale, conduct assessment, and have more capacity (which leads to medium-term and long-term section of the impact model) - Enables easier alignment and collaborative work across GCPs and other parts of CRL Global Collections - Enables CRL staff and members to more clearly identity and amplify impact of global collections program activities	- Cultivates an equity-centered, leader-full, community of practice in which area studies can evolve and non-English language expertise can thrive - Defines improvements to collective collecting practices that will allows CRL members and partners to develop and sustain collections in a post-custodial setting - Builds/improves/maintains/enables interoperation of digital infrastructure to support collective global collection development, preservation, discovery, and use - Supports timely cataloging and description of print and electronic content, especially for non-Roman script language materials - Coordinates and supports engagement of regional institutions and information producers A strong fiscal sponsorship program builds capacity, allows the organization to work at scale, and provides avenues for collaborating in a way that a less defined model does not.

Implement Changes to CRL Global Collections Governance	Outputs of Implementing Changes to CRL Global Collections Governance may include:	Outcomes of Implementing Changes to CRL Global Collections Governance may include:	Designing and implementing new CRL Global Collections Governance will contribute to the following impacts:
	- Implementation of new election procedures; new meeting schedule; new charges - Documentation and publicly available information around CRL Global Collections governance. (Documentation may also include information around roles and responsibilities as well as an articulation of decision making practices.) - Timelines and plans around assessment of the new governance model	- Member institutions are able to understand and articulate the value proposition of being part of the CRL and its focus on collective global collections - More holistic strategies and decision making for global collections activities because governance questions and activities are organized around the collections stewardship lifecycle, and the decision making is representative of all key stakeholder perspectives within CRL Global Collections - Felt difference among different parts of the system in terms of their understanding of the system as a whole and how the parts interrelate - Enables the co-design of a shared system of meaningful measures for assessing CRL global collections activities	- Fosters more equitable partnerships between member institutions as well as between CRL member and international institutional partners - Cultivates an equity-centered, leader-full, community of practice in which area studies can evolve and non-English language expertise can thrive - Defines improvements to collective collecting practices that will allows CRL members and partners to develop and sustain collections in a post-custodial setting - Diversifies & clarifies collective collection priorities and impacts - Builds/improves/maintains/enables interoperation of digital infrastructure to support collective global collection development, preservation, discovery, and use - Supports timely cataloging and description of print and electronic content, especially for non-Roman script language materials
Technological Infrastructure Changes Using a recent internal CRL working group's recommendations, determine	**Outputs of technological infrastructure changes may include:**	**Outcomes of technological infrastructure changes may include:**	**Technological infrastructure changes will contribute to the following long term impacts:**

infrastructure investment priorities for 1) addressing backlog and technical debt; 2) expanding capacity within CRL's technical workflows and systems for more and different types of con tent	• Efficient workflows to process a myriad of materials being ingested into CRL • Processes for upgrading infrastructure and technology when and as necessary	• Near term Outcome: all interested parties will understand how to navigate workflows • Longer term Outcome: CRL's work continues efficiently and evolves in relation to technological changes and needs	• Builds/improves/maintains/enables interoperation of digital infrastructure to support collective global collection development, preservation, discovery, and use • Supports timely cataloging and description of print and electronic content, especially for non-Roman script language materials • Advances discovery and promotion of research resources in regional Institutional Repositories

Assess & Expand (April - 2025 and beyond): Facilitating culture change, communicating impact and accountability measures, and continuing to build trust and foster relationships

Activities	Outputs	Outcomes	Explicit Mapping to Long Term Desired Impact
Activities/actions to effect change	*What you expect to create through CRL's efforts*	*What information would we use to determine if the outputs of our activities were, in fact, advancing our desired impact? Who did we reach?*	
Develop and invest in opportunities and programming that build field -level skills and address backlogs for global collections Develop and invest in opportunities and ongoing programming at the association level such as internship programs, staffing	Output of development and investment A robust, centrally-administered set of programs (like internships or librarian exchange programs) that help address CRL backlogs/needs while cultivating field -level skills in area studies experts, with space for the inclusion and participation of	Nearer term Outcomes include: • Decline in cataloging and processing backlogs • Increase in non-English and non-Roman script content in CRL catalog	Once CRL understands its current activities and implements new, extensible structures to support current activities, the association/CRL Global Collections governance will be positioned to develop and invest in other initiatives that advance several

exchanges, and other models that leverage individual member strengths to the benefit of CRL membership and the field at large	institutions without dedicated area studies programs.	● Increased use/circulation of non-English/non-Roman content **Medium to Longer term Outcomes include:** ● New recruits to the profession ● Promotions/advancement in the profession ● Growth of in-house area expertise in member institutions ● We may also see an expansion of membership; new definitions/forms of membership; and increased engagement/investment on the part of member institutions ● As a form of outreach, these programs – especially librarian exchanges – may result in greater awareness of and use of CRL open access digital content by international users	of the long-term desired impacts for global collections: ● Cultivates an equity-centered, leader-full, community of practice in which area studies can evolve and non-English language expertise can thrive ● Fosters more equitable partnerships between member institutions as well as between CRL member and international institutional partners ● Supports timely cataloging and description of print and electronic content, especially for non-Roman script language materials
Co-development of an explicit global collection development agenda (based on the findings from earlier mapping across global collections activities and in partnership with subject experts) that complements but is distinct from GCP -specific and member -specific collection development policies.	Outputs include: A CRL Global Collections agenda that is used to align and guide global collecting efforts in member institutions, GCPs, and at CRL.	Outcomes include: Members can clearly articulate the ways in which their investment in CRL collective collecting is extending their local collections - which also enable member institutions to focus their local collection development efforts/reduce the risk of redundancy; stakeholders across CRL global collections activities are aligned around several key collective collecting areas of focus; CRL is able to more quickly expand partnerships and more	The global collectio n development agenda maps back onto the following long -term desired impacts: ● Advances cultivation of post colonial knowledge commons ● Diversifies & clarifies collective collection priorities and impacts

		easily allocate its resources in an impactful way because its collecting efforts are more tightly scoped	• Advances discovery and promotion of research resources in regional Institutional Repositories
Embrace of data-informed culture to drive collective efforts and to support assessment and accountability for DEI commitments Co-design a set of meaningful shared measures (acknowledging that numbers alone will NOT tell the story of global collections impa ct) that together represent an impact assessment framework that can be tracked across the system of CRL Glocal Collection Activities Identify the type of data and information that needs to be gathered, and on what cadence, in order for CRL to take ownership of the shared measurement of collective collecting efforts	Outputs include: • Data to inform decision -making • Accountability and assessment measures • Trust-building measures with stakeholders and CRL community through transparency and clear methodology • Documentation and agreements (including MOUs with partners, program policies, etc.)	Outcomes include : • As a major outcome, CRL will be able to assess and report on outcomes with meaningful data • Articulating and celebrating successes • The community will be able to better advocate for its global collections activities, perform outreach, and determine areas of improvement • Shared measurement, explicit expectations, and clear assessment will provide clarity as to how CRL's global collections, activities, and partnerships align with DEI values and postcolonial collections commitments • Increased trust and clarity of communication acro ss the system of CRL global collections through the use of a common framework	This section **explicitly marks CRL's assessment and accountability commitments around its global collections activities,** mapping to the following long -term desired impacts. • Diversifies & clarifies collective collection priorities and impacts • Defines improvements to collective collecting practices that will allows CRL members and partners to develop and sustain collections in a post - custodial setting Developing shared measurement, explicit expectations, and ongoing assessment is integral to the shift from collective action to collection impact - to cultivating a shared culture ACROSS all CRL Global Collections activities grounded in continuous learning and improvement.