**Anna Gold’s Contributions to CSU Council of Library Deans**

Anna Gold represented Cal Poly San Luis Obispo with distinction on the CSU Council of Library Deans (COLD) from July 2011 through September 2016. As her colleagues on COLD, we acknowledge our appreciation for her many significant contributions to our shared endeavors.

Anna Gold represented Cal Poly San Luis on COLD from July 2011-August 2014 as University Librarian at Kennedy Library, California Polytechnic State University, and from September 2014-September 2016 as Dean of Library Services at Kennedy Library, California Polytechnic State University.

In those positions, she was responsible for leading the Kennedy Library's faculty and staff in developing and assessing library services, resources, facilities, and technology serving Cal Poly’s faculty, students, and academic and community partners. Under her leadership, in 2014 Cal Poly received the Excellence in Academic Libraries Award from the Association of College and Research Libraries (ACRL). The award recognized Kennedy Library’s staff and programs for the delivery of exemplary services and resources that further the educational mission of the institution.

From 2008 to 2011, Anna Gold served as Associate Dean for Public Services at Kennedy Library. In that position, she was responsible for leading programs that support the curriculum and research activities of the colleges and the campus. She also led programs in reference, circulation, course reserves, and interlibrary services.While Associate Dean for Public Services at Kennedy Library, in August 2010, Anna led the initiative to create a new "California" Rapid ILL Pod, enabling participating libraries to deliver journal articles requested through interlibrary loan services within hours, sometimes minutes, of the request being submitted. As of January 2016, the California Pod has 26 participating libraries, including 16 of the 23 CSU libraries.

Anna’s leadership in COLD included:

* Serving as 2011-12 Vice-Chair and 2012-13 Chair of the Electronic Access to Resources committee (EAR), responsible for planning allocation of a $5,000,000 information resources budget
* ElectedVice-Chair / Chair-Elect of COLD 2013-2015, serving as Vice-Chair in 2013-14, Chair of COLD, 2014-2015 and past-Chair 2015-2016, and as a member of the COLD Executive Committee all three years. During her term as COLD Chair, she led planning for a COLD retreat in June 2015­­­ as well as planning the agendas for the in-person meetings and leading other consultations with the group by email.
* Served as founding project manager of the COLD communications initiative(libraries.calstate.edu), 2014-2016.In September 2014, she launched the CSU Libraries Network at [libraries.calstate.edu](http://libraries.calstate.edu) designed to highlight the collaborative work of the 23 libraries working towards three key initiatives in improving learning spaces, equitable access and shared services. Stories were created by a communications team at Kennedy Library, Cal Poly, San Luis Obispo under Anna’s leadership, with funding support from the COLD budget. They initiated a number of stories about CSU libraries with a coordinated communications effort.Continued leadership of COLD communications and marketing initiative included creating a section on the [libraries.calstate.edu](http://libraries.calstate.edu) site called "press" ( <http://libraries.calstate.edu/press/> ) designed to provide links to awards CSU libraries and library staff receive and links to CSU-wide press releases.

Two of the CSU colleagues who served with her on EAR offered the following comments on her contributions as Vice Chair and Chair of the CSU Electronic Resources Committee (EAR) from 2011 to 2013.  She was instrumental in reimagining the acquisition and maintenance of electronic resources for the system after significant downsizing of centralized support in the Chancellors Office and unprecedented budget cuts.  To make up for the loss of centralized expertise, she reached out to librarians across the system to form research and working groups on analytics for decision making, to consider how to stem the tide of electronic journal price increases, to facilitate systemwide electronic book pilots, and to manage the centrally funded electronic core collection.  As a result of her clear charges, organization, follow through, and advocacy on the Council of Library Deans, the committee was able to save both her library and her 22 sister libraries an enormous amount of time, effort, and cost when the responsibility for all three shifted to campuses.  The analytics for decision making paved the way for more systematic statistics gathering on items of concern to the campuses, and she then was able to create a dependable dashboard of annual statistics and reports using the CSU intranet that is used by both the committee and members of COLD.  The electronic book pilots saved campuses an average of about 60% by acquiring electronic books via the consortia, and paving the way for models that will allow all campuses to save on staff time once the Unified Library Management System (ULMS) is implemented later this year.  The electronic journals group helped the Chancellor Office’s (CO) procurement staff member facilitate a number of key contracts to reduce down exorbitant cost increases proposed by vendors, push back on rate increases, and develop a new model to more equitably redistribute journal costs to the 23 campuses who suddenly found themselves being told they would now have to pick up 100% of the costs because the CO would no longer kicking in 10% and incurring cost increases from the larger journal publishers.  Last, she invited all to help and it has made of our processes more student and faculty centered, with the biggest legacy being the CSU libraries’ early and continuing support for patron driven acquisition.

Anna Gold served as Chair of the CSU wide Electronic Access to Resource (EAR) Committee from 2012-2013. EAR is one of the most crucial CSU-wide library committees and identifies electronic resources and digital content that have value to the entire CSU system. Anna’s extraordinary organizational and leadership skills were evident in the planning, inclusive discussions, and results of the work of EAR during this year. She routinely shared information with EAR, Collection Development librarians, and the Council of Library Deans. Her reports clarified incredibly complex issues in a way that was understandable and that led to evidence-based decisions.

As Chair of EAR Anna established draft goals for the year, a schedule of meetings, and outcome-based agendas. She had a keen grasp of the overall picture of the value and challenges of the shared content as well as a deep understanding of the complexities of the budget. She demonstrated sensitivity to the expertise of the central contract manager and effectively worked closely with him on strategies for EAR to assume a more prominent role in decisions and choices.

Anna’s leadership of EAR was very inclusive and she invited collection development representatives from all 23 campuses to participate in the phone call meetings to enable EAR members to hear the broad perspective of the campuses. Of special note, Anna established four working groups to focus on key issues:

* The Shared Content Working Group gathered information and analyzed responses about the shared content in order to reach consensus on the resources of greatest and least value. This information was critical in determining which resources could be eliminated in order to meet the budget limitations.
* The Usage Statistics Working Group explored Electronic Resource Management (ERM) software and how to more consistently and easily collect and compare data on use of electronic resources across the CSU libraries.
* The Journals Working Group developed a tool to analyze the aggregated electronic resources, or “big deal” packages and the formula used to cost share resources that were optional purchases.
* The E-books Working Group explored e-book packages and models for sharing e-books across the CSU libraries.

Formation of these groups led to evidence-based decisions and ultimately supported migration to a shared Unified Library Management System.

Anna also established a spreadsheet for EAR membership that tracked campus representation and created a roadmap for future EAR committees. She worked closely with the incoming Chair of EAR to ensure a smooth transition and continuity, and was generous with her time in helping the new Committee and Chair. Her leadership of EAR set a new standard for EAR and the Council of Library Deans.

As a member and leader of COLD, Anna was proactive about sharing state, national and international initiatives and news affecting the profession, professionally active and engaged. Her leadership in the profession included serving as a member of WEST Executive Committee. She consistently shared professional updates from conferences, the literature, and news stories about developments of importance to CSU libraries, and shared her experience and insights by offering advice to colleagues in response to inquiries about many different issues on the Council of Library Deans listserv.

Examples, many of which illustrate Cal Poly’s innovation and initiatives under her leadership, include:

* Cal Poly’s responses to RFI from Office of Science and Technology Policy on public access to digital data resulting from federally funded scientific research and public access to peer-reviewed scholarly publications resulting from federally funded research.
* University of California update on their discussions with Nature Publishing Group and scholarly publishing
* Comments to the Federal Communications Commission on net neutrality by professional organizations
* Delegation of authority to sign contracts for library information resources
* Institutional repository campus services
* Link+ lending and borrowing analysis for CSU libraries
* Alternative ways to compensate faculty members who take a lead role in a program
* Student travel to conferences­­­
* NSSE information literacy module
* Lead roles for library faculty and staff
* Library faculty tenure density
* Cal Poly’s approach to data management focusing library services on advice and information, referring scientists to the Data Management Plan tool offered by the California Digital Library, and privileging discipline-based data curation over institutional data curation with the exception of small historical data sets with archival value, and no obvious discipline repository options in which they can be 'preserved'. She offered as an example their DMP LibGuide: <http://libguides.calpoly.edu/content.php?pid=588633&sid=4852147>, and suggested as a speaker on this topic Carly Strasser (formerly at California Digital Library, now at DataCite).
* Open Access journals published in CSU. Responded that Cal Poly San Luis Obispo is publishing open access journals for both faculty and student research, and that the Library is involved in those initiatives, as well as a journal not just faculty and student research: <http://digitalcommons.calpoly.edu/bts/>
* Survey instruments, including the Ithaka faculty survey the newer Ithaka student survey, LibQual and LibQual Lite with a suggestion that one approach for COLD would be to request a set budget amount each year to support national survey instruments, such as a budget of $30-40K each year to cover 4-5 libraries each year, and that the COLD Assessment Team could take on coordination of requests for survey support (which universities & which surveys)