

Kennedy Library Annual Report, 2013-2014

CAL POLY
SAN LUIS OBISPO

INFORMATION SERVICES
ROBERT E. KENNEDY LIBRARY

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Excellence award highlights library's contributions to the university's mission and vision

The ACRL Excellence in Academic Libraries award recognizes libraries for their strong alignment to the values, mission, and vision of their university. The award has been given to only 14 university libraries, and Kennedy Library is the first university library in California to receive this distinction.

Aristotle said, "For the things we have to learn before we can do them, we learn by doing them"¹. Kennedy Library lives, breathes, models, supports, inspires, and celebrates Learn by Doing. Learning in the Kennedy Library is not a passive activity: Cal Poly's library is not only *the* academic crossroads of the campus, but a center for the experiences of ideation, discovery, experiment, and personal growth.

Everyone in the library works toward a common goal: that every student at Cal Poly be empowered, inspired, and enabled as a participant in a welcoming polytechnic learning community. As citizens of the campus, the staff and faculty of the library strive to be both exemplars and valuable partners in Cal Poly's community of entrepreneurs, creators, builders and teachers.

Vision 2022 has challenged every member of the Cal Poly community to demonstrate how we contribute to achieving our six high-level strategic objectives. We are proud to share how the library contributed in 2013-2014 to that vision, and what we plan to contribute in the year ahead.

"The Kennedy Library is the beating heart of Cal Poly's Learn by Doing education and a nexus for all the disciplines that make up our comprehensive polytechnic curriculum."

- President Jeffrey D. Armstrong, 2014

1. Creating a vibrant residential campus connecting academic and social lives

The Kennedy Library master plan: This year Kennedy Library completed a master plan that will be integral to the campus vision of a vibrant network of campus neighborhoods. The library is a 24-hour crossroads for all our colleges, and is the heart of our academic commons.

¹ Bynum, W. F. and Porter, R. (eds) (2005) *Oxford Dictionary of Scientific Quotations*. Oxford University Press. 21:9



The building master plan, completed in summer 2014 by the distinguished architectural firm Shepley Bulfinch, provides a transformative vision for Kennedy Library. It bridges from today's library to the time (10 years or more), when over \$90M in state funding for an Academic Center will create a signature space that adds sustainable new capacity and vitality at the heart of our academic commons.

The library master plan process was collaborative, bringing together students, faculty, academic and campus leaders, as well as alumni and members of the community. The result: a bracing, ambitious, but actionable blueprint for developing big ideas that will serve Cal Poly in this critical period, as attracting and retaining the best and most diverse students becomes critical to our success.

The master plan calls for opening up the entire first floor of the library, creating a transparent, flexible 24-hour active learning zone. This space will feature one-stop peer support - students will find peer help with everything from research, to writing assignments, to finding and manipulating data, to using graphics and media, to making presentations, to using technology. Skilled mentors and advisors will guide peers and provide essential tools. In short: the first floor of Kennedy will become an *on-campus, 24-hour* center for experiential learning.

Gathering the community: With its café, comfortable seating, imaginative exhibits, attractive outdoor meeting and study spaces, there's a lot to draw the community together here. But there's more: faculty workshops, student study skills events, classroom meetings, club gatherings, study groups, whiteboards, wireless, printing, software, laptops, books, scanners, tablets, and a positive vibe that won't quit. It's very hard to imagine student life at Cal Poly without the Kennedy Library.

Kennedy Library is more than a library: it hosted 2883 hours of university-scheduled classes (up 31% over last year), hundreds of Academic Skills Center study sessions and workshops, and over 25 faculty events organized by the Center for Teaching, Learning, and Technology.

The library continues to develop, promote, and host its faculty- and student-centric informal public event series (Science Café, Conversations with Cal Poly Authors, Data Studio Presents). The library hosted a total of 49 events, including an outstanding student-run Science Café on data journalism featuring an exceptional speaker from the New York Times staff.

24-hour campus: With a growing on-campus population of students seeking supportive and sociable academic space to study, the Kennedy Library continues to attract over 50,000 student in-person visits a day during the academic year. Kennedy had a record-breaking 1.4 million visits in the academic year 2013-2014.

This included over 88,000 students who used the library's first floor 24-hour spaces (a 100% increase over last year). The library anchors 24-hour student academic work on campus that happens in OCOB's new Hatchery in building 2, in the architecture studios in CAED, and is fueled by the Subway outlet near Dexter.

Whole student: Over this last year, the library deepened its commitment to supporting the whole student, working with professionals across campus (Student Affairs, General Education, Housing,



ASI). An important step in this commitment was to create a new foundational experiences library faculty position. This recruitment completed successfully when Kaila Bussert joined us in July 2014 from Cornell University.

Another commitment to the whole student was the ongoing library Stressbusters program. Research suggests that over 80% of university students struggle with psychological stress. With this hard-working, vulnerable population at the library every day, Kennedy's staff-led Stressbusters team worked to create a series of quarterly events that relieve student tension and stress. Twelve library Stressbuster events, with an estimated 3000 participants included student visits with dogs, cats, and even a herd of baby goats; watercolors and crafts; opportunities to send postcards to parents; and healthy snacks.

2. Enhancing student success

Strong libraries attract strong students in the recruiting process; and they also support improved student outcomes, persistence, and graduation. No student can achieve success without having experience using the ideas, data, and evidence that are critical to success in their chosen professions. Librarians expose students to these sources, and lower the barriers of cost and convenience so that students actually have real world experiences creating, communicating, and problem solving using important professional tools. Libraries guarantee that every student – regardless of their socioeconomic status or physical abilities, has access to quality information, and the intellectual and technological tools to use it.

This year the Kennedy Library made important strides towards enhancing student success by offering low- or no-cost course materials (open educational resources); other cost-reduction services include traditional course reserves but also greatly expanded access to academic ebooks. Student success is supported by the library's peer advisory services; by providing students with tools to publish undergraduate research; by offering personal, expert consultations with librarians on complex projects; and by giving students access to technology and spaces that enhance engaged learning.

Open and affordable learning resources: Kennedy Library took a bold approach towards advancing CSU's Affordable Learning Initiative by creating an open educational resources text collection, and by partnering with the University of Minnesota to invite faculty peer reviewers for open textbooks. We also hired an innovative librarian position – Open Education Fellow Dana Ospina joined us in November and she has already held sold-out workshops for our faculty and obtained a CSU grant to support the program. Partnering with faculty, the CSU, other universities, and the campus bookstore, our program has already saved students at least \$45,000 in fall 2014. Meanwhile, our ever-expanding ebook offerings mean that a growing number of faculty can point their students towards quality, user-friendly electronic texts that are available 24x7, and at zero extra cost to the student.

Peer support: Kennedy Library has become a model for peer-supported learning: our groundbreaking LibRAT program continues to be copied by libraries from Pomona to UCLA and



beyond. Research evidence shows that at Cal Poly's library, peer-supported learning, both in introductory library seminars and at the research help desk, is an effective complement to expert research assistance by college librarians, extending the library's in-person reach to nearly 15,000 students this year. Our peer data assistance program has library GIS students working alongside COSAM statistics peer assistants; fully 10% of all student inquiries are now data-related. The library also hosts drop-in peer writing sessions in the evening offered by the Writing and Rhetoric Center; as well as Academic Skills growing program of peer tutoring and study sessions, together reaching thousands of Cal Poly students at their point of need.

Improving and sharing student research: Strong peer support enables stronger expert support, as faculty librarians continued to increase their consultative support to students in developing or completing complex research projects including senior projects. Library faculty also lead sessions and develop assignments customized for specific courses. Course evaluations show that there's significant improvement in student work as a result of these in-class sessions. Eight hundred students – one out of every 20 students at Cal Poly - get personal support for in-depth research questions. Learn by Doing in student research is further advanced by the library's growing undergraduate research publishing support services. This year Kennedy Library digitally published four undergraduate research journals. One was a new COSAM undergraduate research journal, *Symposium*, launched through the library's digital scholarship services program – by a student assistant specializing in this support. This is intensive peer learning: peers, helping peers establish peer-reviewed publications.

Research tools and technologies: The library continued this year to offer access to high-powered data crunching and graphics-intensive software (GIS, CAD). Working with technical staff in the Chancellor's Office, the library also tests, develops, and shares Google-like discovery interfaces. These interfaces support the kind of cross-disciplinary research that helps discover the methods, models, and perspectives needed for real life problem solving.

Learning sandbox: The library's Active Learning Lab opened in spring 2014. This exceptional space, co-designed by ITS classroom technologies and the library, is among the most advanced of its kind in the world. It provides librarians and other teaching faculty with classroom where the 'flipped' model of student learning can be tested in an ideal environment. Students and faculty both love the experience of this room – its flexibility, how it engages and supports students to work together. Working here is an authentic Learn by Doing experience. The Active Learning Lab is a sandbox for future learning spaces across Cal Poly.

3. Supporting teacher-scholars

Information delivery: Our constrained information budget challenges us to deliver quality research information to Cal Poly's scholars in a timely, barrier-free way. Often new faculty-scholars join us from research university environments where library information budgets are four or five times larger than Cal Poly's. Our innovative response to this challenge has been to bring our information sharing (interlibrary loan) and information acquisitions units together under one



director, giving us a portfolio approach to meeting all our research information needs. This new organization has flourished, with Cal Poly's library an early adopter of new practices for sharing monographs in the growing, low-cost and international Rapid ILL network. Kennedy Library is the third academic library in California, and the first CSU to join more than 60 libraries nationwide in this new service; over 200 digital book chapters were exchanged in the first 3 months of the service.

Celebrating and sharing research and creative work: The library continued its well-attended (and well-documented) Conversations with Cal Poly Authors program this year. With the arrival of a new University Store leader, we also began planning an expanded celebration of all Cal Poly authors in the coming year. Meanwhile, the library's digital archive of faculty and student research (Digital Commons at Cal Poly) received a facelift bringing it into alignment with campus branding standards. More importantly, we began a realignment of staff and a review of our digital architecture to ensure that the future of Digital Commons will support robust, media-rich, and flexible digital archiving for all the extraordinary work done at Cal Poly by our scholars.

Primary resources, research collaborations: Bringing together our strengths in primary resources and digital archives is the second 'big idea' from the library's master planning work this year. The Kennedy Library's Special Collections and Archives department welcomed Jessica Holada as its new Director. With Jessica's arrival in March, and with new and reassigned digital archiving staff, Kennedy's primary resource collections are gearing up to be full partners for future researchers, whether in history, graphic communications and printing, digital humanities, ethnic studies, agriculture, business, or environmental studies, engineering, science or mathematics. The library's master plan includes a plan for doubling the capacity to store collections, increasing exhibit and instruction space, and integrating the tools of digital scholarship as well as expanding our ability to collect and share digital archival materials.

Partners in research: The Kennedy Library continues to partner with college faculty in their research. An exemplary partnership this year continued with Professor Grace Yeh, whose groundbreaking Re/Collecting research project was featured in the library's major spring exhibit. "Objects of Affection" exemplified learn by doing and cross-disciplinary engagement as students from LAES and Ethnic Studies worked together to develop and produce the exhibit. The ACRL Excellence in Academic Libraries celebration featured a faculty showcase that highlighted other faculty-library research partnerships. These relationships include new research grants awarded to two library faculty members, both in partnership with college faculty. Finally, this spring, the library began to develop guidelines and outreach to support a new privately funded Learn by Doing Scholars award that will recognize and inspire faculty work on Cal Poly's signature pedagogy.

4. Culture of diversity and inclusivity

A year-round partnership with Summer Institute: Kennedy Library deepened its year-round partnership with Summer Institute (SI) leaders and students this year. SI graduate and Architectural



Engineering student Carla Simental joined the Kennedy Inclusive Culture Committee. She also coordinated SI study room communications, served as the student teaching assistant in SI summer session classes, and served continuously as a member of the LibRAT team. Regular meetings of library leaders with SI leadership helped shape a survey of SI students on the effectiveness of the SI study room program at the library, and identified priorities for SI-focused academic and life skills workshops to be developed in the year ahead. SI program support “mainstreamed” this year as SI liaison and program development responsibilities were made part of the portfolio of the library’s new Foundational Experiences Librarian.

Exhibit program brings Filipino American community to campus: The library’s major spring exhibit this year was a celebration of individual, personal, and community ties, featuring the personal histories of Filipino Americans on the central coast. The celebratory opening reception featured an exciting collaboration with the MultiCultural Center, who sponsored student performances and Filipino cuisine in tandem with the Filipino American National Historical Society, Central Coast (FANHS). The reception hosted 225 guests including students, staff, faculty, and families from the Re/Co archive who were featured in the exhibit; as well as the community at large.

Kennedy Inclusive Culture Committee: In its second full year, the Kennedy Inclusive Culture Committee (KICC) continued to coordinate support for inclusive culture opportunities, and take up challenges to support campus inclusivity initiatives. KICC, together with individual library staff, participated actively in developing and marketing the university’s campus climate survey. KICC also championed pilot application of new campus best practices for inclusive recruiting processes for library faculty and staff.

5. Securing the financial future of the university

Competitive recruiting: The national recognition of Kennedy Library by ACRL’s Excellence in Academic Libraries award contributes to Cal Poly’s reputation for great academic support and high quality student life. It also markets Cal Poly’s distinctive qualities of innovation and student engagement. This award – given to only fourteen other libraries since 2000 – is the most coveted of library awards and will be a point of sustained pride for the campus in communicating with all our community, especially prospective students and their parents. The library’s master plan process is an important step to keep our recruiting position strong. According to a landmark 2006 study, the campus library is among the three campus buildings that most influence student decisions to choose a university. Enhancing the library as a built environment is an important investment in Cal Poly’s attractiveness to future students.

Alumni connections: With the appointment of a new digital archivist in summer 2013, the library’s growing digital archives program has proved a vital point of contact for Cal Poly alumni. Three projects stand out this year: first, the digitization of KCPR tapes donated last summer by the department of journalism. An enthusiastic KCPR alumni community helped provide the hardware to make digitization possible, and then added invaluable context to the tapes via social media, as



they were posted digitally. A second project was the digital archivist's winning submission to a statewide call by the California State Library, to digitize and share legacy video (California Audio Video Preservation Project). Of the fifty video and film items submitted by our digital archivist – all of which had languished for decades in our Dexter storage areas), 37 were selected for free digitization through the CAVPP. They have already been digitized and added to the open access Internet Archive, where they will be enjoyed by Cal Poly alumni anywhere.

Community connections: We were honored by the participation of community members and leaders in our building master planning project this year. Leaders from our alumni community, from local historical societies, and the IS advisory board met with us twice during the year to consult on the future program needs of our library and special collections and archives programs. Our new director of special collections is forging great relationships with the regional historical society and museum communities, and at the end of the year she spoke before the City Council to share Cal Poly's and Kennedy Library's role in curating unique historic records (police records).

Kennedy Library connects with many parts of the San Luis Obispo community. Our exhibits program reinforced Cal Poly's vital connections to the richly diverse people of this region, including the Filipino American community. 2014 also marked the second year of a successful partnership between our Science Café program and the Mini Maker Faire, celebrated annually on Mission Plaza. Another important community relationship cultivated this year was with local entrepreneurs. Our business librarian has been an active supporter of the San Luis Obispo Hot House. The library also contributed and participated to other student entrepreneurial activities, through the Hackathon, and also the Orfalea Pitch Perfect video competition. These connections to the creative, cultural, and entrepreneurial communities of San Luis Obispo, connecting Cal Poly and its students and faculty with our region, are building positive connections and ensure a strong, mutually supportive future.

Earn by Doing: Our endowed Earn by Doing (EBD) programs continue to grow. Our new EBD student assistant in digital publishing services helped launch a new undergraduate research journal; and we welcomed a new EBD position as the Alpha Sigma

“Thank you for being at the City Council meeting last night representing Kennedy Library Special Collections. You inspired confidence that a gift of the historical ledgers would be not only properly handled and preserved but made available to all. Thank you for representing Cal Poly so well and for knitting us together as one community of SLO.”
(Stephanie Teaford, STRIDE Community Liaison, Cal Poly)

“I LOVE that you have the S.O. ledgers! Special Collections is fabulous!!!”
(Christine Wallace, Neighborhood Outreach Manager, Police Department, City of San Luis Obispo)



Society generously endowed a second LibRAT position. This gift brings to three the total number of endowed EBD positions in the library. We have a goal of adding at least one new endowed position in the coming year.

6. Culture of transparency, collaboration and accountability

Transparency: Kennedy Library openly documents and shares its practices with the campus and the broader library community. We not only document what we do, but how we do it and why. This keeps us sharp, helps our customers understand how to work with us, and invites collaboration. We have handbooks that guide our communication and web practices, and we document library work – from the inside story of special collections, to interviews and collaborations with faculty researchers, to progress of our master plan - through student, faculty, and staff blog posts, audio, and video. We also share our work through peer reviewed presentations and articles, and through administrative updates and reports, all accessible to the world through the Digital Commons archive. This year we developed a monthly, faculty-focused newsletter to help busy faculty keep up with library resources, services, and events. We also strive for transparency *within* our organization, revitalizing our wiki as a place to share and exchange information and the record of our decisions; and increasing the regularity and detail of information shared by members of the library's executive working group.

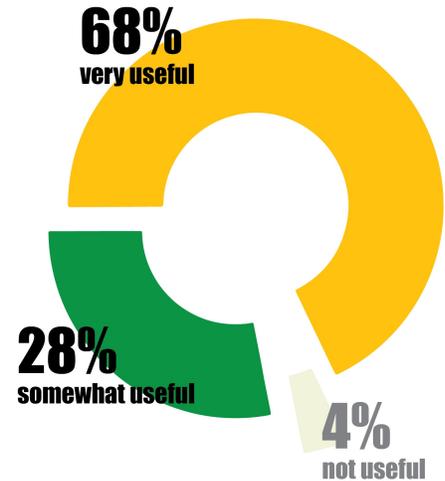
Collaboration: Of special note this year are two collaborations that serve the campus: the first was the library's work with leaders of the Graphic Communications department and their college, to facilitate the gift of a unique 10,000-volume legacy library of the Printing Industries of America. The Wadewitz Collection gift represented a complex negotiation that will benefit GrC, the library, and the campus, strengthening relationships with key industry partners while adding depth to the library's special collections related to the history of printing. Another new collaboration this year was the special assignment of the library's grants coordinator and exhibits curator to the role of arts manager for campus art. This project supported the review and reestablishment of clear policies and process for managing and approving the acquisition of fine art on campus. Other accomplishments included conducting an inventory of artwork on campus, and identifying appropriate storage space for the campus' dispersed fine arts collections. Future goals are to document campus artwork in a shared arts management database to further support distributed but coordinated arts management. Further collaborations of note this year have included our work within Information Services to develop our Active Learning Lab; new collaborations with the University Store to support affordable courseware initiatives; and participation in the CSU network to develop an RFP for a system-wide, cloud-based consortial library services platform.

Assessment and program review: Assessment of library impacts and value are challenging – their measure can't easily be taken by broad measures of graduation rates, GPA, completion and retention. Program review in the library is a commitment to continuous improvement in the match between our services and our users' needs; and to closing gaps between our desired and actual outcomes. This year the library undertook three major surveys: the national Ithaka survey of faculty; our annual student survey developed by the Student Library Advisory Council (SLAC); and a baseline study by Sustainable Collections Services (SCS) comparing our print collections and



their use with collections of other CSU, California, and peer libraries – this was funded by the Chancellor’s Office as part of the CO’s Libraries of the Future initiatives. In addition, our Program Review librarian worked with each program leader or director to identify areas for program review, and to identify (and in some cases carry out) strategies for assessing success.

- *Only 8% of our print book collections have never circulated. This suggests that we have the best fit in the CSU library system between our users’ needs and our selection practices. (Sustainable Collections Services study, 2013)*
- *Faculty in the humanities accept ebooks as a substitute for print, when ebook purchases result in expanded access to monographs: when it comes to books, more is better. (ITHAKA Local Faculty Survey, 2014)*
- *68% of students say 24-hour access to the entire library during dead week and finals would be “very useful,” another 28% “somewhat useful.” (SLAC Survey, 2014)*
- *80% of students find library-provided technology to be “great” or “good.” (SLAC Survey, 2014)*



The Student Library Advisory Council (SLAC) is a student run committee that advises on matters regarding the Robert E. Kennedy Library.
Source: SLAC Annual Student Survey, 2014.

7. Selected Kennedy Library goals, 2014-2015

Kennedy Library is a Learn by Doing library. The library empowers Cal Poly's unique academic community, celebrates the university's people and history, and actively embraces the Learn by Doing approach to preparing students for the future in all its programs, including the Student Library Advisory Council and its Earn by Doing library assistantships.

In the coming year, our work with the campus to realize *Vision 2022* will include activities and projects that will:

- (1) Develop and deliver a new instructional strategy to enhance the success of all Cal Poly students;
- (2) Create a new strategic plan for 2015-2022;
- (3) Begin phased implementation of the library building master plan;
- (4) Define the next phase of our Initiative for Digital IDEAS (digital services, staff, and infrastructure); and
- (5) Build our health as an organization that contributes to a collaborative, agile, and diverse culture at Cal Poly.

...the most intrepid and fearless ...academic research libraries...are putting students and the learning experience at the center of their work.... California Polytechnic State University in San Luis Obispo is one of these future-present libraries.”

Kelly E. Miller, “Imagine! On the Future of Teaching and Learning in the Academic Library,” portal, July 2014

Submitted by Anna K. Gold, University Librarian

NOTE: See attachment for detailed reports from the library's Academic Services, Communications & Special Initiatives, Information Resources & Resource Sharing, Library Information Technology, and Special Collections & Archives departments.