Fall 2015

Robert E. Kennedy Library Strategic Plan (2015-2022)

Robert E. Kennedy Library
California Polytechnic State University, San Luis Obispo

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VISION
We connect people and inspire learning.

MISSION
We are a Learn by Doing library. We help every member of the Cal Poly community engage in open and informed inquiry, and contribute through creation, innovation, and collaboration, to the quality of life of our community.

VALUES
We value learning, innovation, and the diversity of individual and group experiences and perspectives that make our community sustainable, compassionate, and resilient.

These values commit us to being open, responsive, and inclusive in the relationships we build across the entire Cal Poly campus and community, including our region, state, and beyond.

MEASURES OF SUCCESS
We will measure our success in terms of six key contributions we will make to the Cal Poly community.

As an exemplar of the university library as an interdisciplinary academic union, we will make a difference in a world of increasingly complex challenges through measurable contributions to the:

A. Quality of students’ academic experience at Cal Poly;
B. Preparation Cal Poly students receive for achieving their professional and personal goals;
C. Quality and diversity of connections made by Cal Poly students, faculty, and staff that help them achieve those goals;
D. Sense of well-being and experience of inclusivity that individuals enjoy in our community;
E. Practice and sharing of innovations in learning and problem solving; and
F. Sustainability of our community and our environment.
GUIDING PRINCIPLES

• Focused: We have defined eleven strategic outcomes that will be our focus over the next seven years.

• Consistent: We will engage continuously in setting priorities and goals to guide and focus our efforts to achieve these outcomes over the next seven years.

• Accountable: We will regularly assess and celebrate our success in achieving these outcomes.

• Aligned: Our work towards achieving these strategic outcomes will be guided by our commitment to Cal Poly’s Vision 2022.

• Evolving: Our strategic plan is a living document that may evolve in directions we have not anticipated.

• Active: A ‘system of action’ describes the major activities and practices we will use to achieve these outcomes. These are also activities the library will work to enable in our community:

  creating, curating, connecting, bridging, and sustaining

STRATEGIC OUTCOMES

By 2022, we will have:

1. Established a program for achieving information literacy and multiple literacies, that is exemplary, collaborative, and distinctive polytechnic.

2. Empowered peer student connections that cross college boundaries, encourage diversity, and support student success.

3. Empowered faculty connections and collaboration across disciplinary boundaries.

4. Strengthened campus-wide interdisciplinary initiatives, including STS and STEAM.

5. Made access to learning more inclusive, equitable and open.

6. Aligned our physical and digital information resources to anticipate and support changing curricular needs, user preferences, scholarship, and changing modes of communication.

7. Established functional, interoperable, and sustainable information architecture for digital collections.

8. Provided the campus with places for ‘sandbox’ experiences with technology, media, and making, and experiences with curating and sharing creative work.


10. Provided exceptional and diverse physical spaces and experiences that advance university goals.

11. Strengthened the campus workforce by building a responsible, culturally invested, knowledgeable organization.
MAJOR MILESTONES BY YEAR*

*Number in parentheses refers to associated Strategic Outcome

- 2015-2016: Establish Coordinating Committee on Inclusivity and Diversity and integrate campus strategic inclusivity goals into every library department (5, 11)
- 2015-2016: Complete Phase 1 of collections storage plan for Special Collections & Archives (6)
- 2015-2016: Complete Islandora migration and customization (Digital Asset Management & Discovery System) (7)
- 2015-2016: Open first library maker space (Innovation Sandbox, CIE collaboration) (8)
- 2015-2016: Implement VDI to deliver high-end software and increase flexibility of response to ad hoc software needs for instruction in the library (9)
- 2015-2016: Establish library professional development series (11)
- 2015-2017: Complete Phase I of Peer Learning Zone (Master Plan, first floor) (2)
- 2015-2017: Create program of graduate student networking and support services in collaboration with Graduate Education Office (2)
- 2015-2017: Migrate to ExLibris’ Alma, new CSU-wide integrated library system (6, 9)
- 2015-2017: Create campus administrative information community utilizing libraries resources (6, 11)
- 2016-2017: Lead campus information literacy assessment for WASC self-study (1)
- 2016-2017: Support department-wide adoption of an open textbook in at least one department offering gateway STEM courses (5)
- 2016-2017: Fully implement a sustainable digital preservation program (7)
- 2016-2017: Establish Cal Poly Digital Press in collaboration with campus partners & publish a campus-wide scholarly Cal Poly journal (e.g. LBD Journal) (8)
- 2016-2018: Publish a multi-modal Cal Poly STEAM journal (4)
- 2017-2018: Complete longitudinal assessment of library’s contribution to inclusive excellence (5)
- 2017-2019: Launch comprehensive Cal Poly researcher profile system (3)
- 2018-2019: Open expanded and redesigned Special Collections and Archives on 4th floor (10)
- 2018-2019: Bring whole-building air conditioning to the Kennedy Library (10)
- 2019-2020: Assess library’s contribution to information literacy and multiple literacies of Cal Poly students (1)
1. A program for achieving information literacy and multiple literacies that is exemplary, collaborative, and distinctive polytechnic.

**Description**

Today’s comprehensive polytechnic education requires a comprehensive and multiple literacies approach to information literacy. Data, digital, visual, numeric, and primary source literacy are all part of information literacy, and support for developing these literacies across the curriculum is central to delivering on this strategic outcome. A comprehensive and effective program will require curricular mapping and attention to both foundational and capstone experiences. A sustainable program will require ongoing collaborations with campus partners and include online delivery and delivery through mixed library staffing across all library departments, with graduate assistants and peer student assistants playing critical roles.

2. Peer student connections that cross college boundaries, encourage diversity, and support student success.

**Description**

Students at Cal Poly are closely identified with a particular college and department from the day they apply for admission. With rigorous departmental degree requirements, many students hunger for opportunities to interact with students in other programs and colleges. The comprehensive polytechnic experience, with its emphasis on whole systems thinking, benefits from such interaction and exposure. Industry and professions highly value Cal Poly graduates who are skilled at working across disciplinary and professional boundaries, translating the language of engineers into that of architects, or understanding the ethical dimensions of business decisions. At the same time they value students with the abilities to communicate and interact with diverse populations and cultures. The library is a natural meeting point and hub for students across all colleges and cultures. We want to add resources, tools, and opportunities for students to make both serendipitous and intentional connections that cross college and cultural boundaries.
3. Faculty connections and collaboration across disciplinary boundaries.

Description

Our faculty is drawn to work at Cal Poly by our polytechnic environment, and by the value they place on collaboration across disciplinary boundaries. With intense teaching and service commitments, our faculty often achieve the greatest success in research and creative activities through collaboration, whether at Cal Poly or with colleagues from other universities or industry. This program represents the library’s commitment to making it easier for faculty to make those critical connections: as new members of the Cal Poly faculty and as established faculty with strong motivation to look for new perspectives or complementary expertise.

4. Stronger campus-wide interdisciplinary initiatives, including STS and STEAM.

Description

Students at Cal Poly are closely identified with a particular college and department from the day they apply for admission. With rigorous departmental degree requirements, many students hunger for opportunities to interact with students in other programs and colleges. The comprehensive polytechnic experience, with its emphasis on whole systems thinking, benefits from such interaction and exposure. Industry and professions highly value Cal Poly graduates who are skilled at working across disciplinary and professional boundaries, translating the language of engineers into that of architects, or understanding the ethical dimensions of business decisions. At the same time they value students with the abilities to communicate and interact with diverse populations and cultures. The library is a natural meeting point and hub for students across all colleges and cultures. We want to add resources, tools, and opportunities for students to make both serendipitous and intentional connections that cross college and cultural boundaries.
5. More inclusive, equitable, and open access to learning.

**Description**

The democratization of information is one of the most extraordinary developments of our time, feeding an explosive and rich culture of innovation and diversity. Yet our time is also characterized by paywalls that hinder many from having access to specialized research and professional information, and increasing costs to students of textbooks that are vital to their learning. A digital divide continues to impact students of lower socio-economic status. Language, stereotypes, and assumptions still prevalent in our culture can also negatively affect student success. Libraries are ‘equalizers’ in the information landscape, and they play this role in universities as well as society at large. Kennedy Library’s commitment is to work continually with faculty and students to minimize barriers of all kinds to information and technology, to establish and cultivate an environment that reduces social and economic barriers to student success, and to contribute substantially to the increased democratization of information both through advocacy and through direct contributions to open access and open culture.

**Major milestones & timeline**

2015-2016: Establish new Coordinating Committee on Inclusivity and Diversity and integrate campus strategic inclusivity goals into every library department.

2016-2017: Support department-wide adoption of an open textbook in at least one department offering gateway STEM courses.

2017-2018: Complete longitudinal assessment of Library’s contribution to inclusive excellence.

6. Physical and digital information resources aligned with changes in curricular needs, user preferences, scholarship, and changing modes of communication.

**Description**

Kennedy Library is transforming to meet the needs of our users in an era of profound change in the provisioning, delivery, discovery, and use of information resources. To that end, we will re-purpose spaces previously devoted to the housing of print materials. Access to scholarly content is now predominantly electronic, mobile, and ubiquitous, thereby obviating the need for large historic print collections. That being said, tomorrow’s Cal Poly library will retain many of the most cherished characteristics of libraries, including a welcoming and safe environment, interactive social spaces, and space devoted to print collections. These will include areas for recreational reading as well as for discovery and use of legacy print collections. The library’s Special Collections and Archives collections will likewise increasingly consist digital items – emails, digital files, and the like; and physical artifacts will be shared through digital surrogates. At the same time, we will improve stewardship and access to special and unique physical artifacts. For all library collections, our guiding principle will be to expand opportunities for our students and researchers to benefit from their exposure and work with these resources, whether through thoughtful programming, or improved interfaces and conditions for physical and digital access and discovery.

**Major milestones & timeline**

2015-2016: Complete Phase 1 of collections storage plan for Special Collections & Archives

2015-2017: Migrate to ExLibris’ Alma, new CSU-wide integrated library system

2017-2019: Fully realize 2015 vision for balancing and blending digital and print collections
STRATEGIC OUTCOMES: DETAILED DESCRIPTION WITH MAJOR MILESTONES (CONT.)

7. Functional, interoperable, and sustainable information architecture for digital collections.

**Description**

Powerful new platforms are emerging to support libraries in managing user expectations, new workflows, and the growing diversity and increased volume of digital objects. The corollary challenges of digital preservation require scalable and sustainable solutions. At the same time, digital content opens up the cultural and research record for new scholarly uses and applications, and radically increases both academic and citizen access to previously inaccessible content. A new information architecture was planned and piloted in 2014-2015. The long-term outcomes of this information architecture will include new ways to work collaboratively, conduct research, and engage students in scholarship and discovery, while establishing a vital documentary record of Cal Poly’s contributions and activities for future scholars.

8. Places for ‘sandbox’ experiences with technology, media, and making, and experiences with curating and sharing creative work.

**Description**

At a Learn by Doing institution, the opportunity to make things – whether digital or tangible or both – is a crucial part of the learning experience. It is also a critical experience for Cal Poly students who are preparing for work in industries and organizations that thrive on design, teamwork, experimentation, and entrepreneurship. The library can offer spaces and experiences outside the classroom where students across all departments can tinker with digital audio, 3D printing and modeling, immersive digital experiences, and more. The Innovation Sandbox is a partnership between faculty and students supported by the Center for Innovation and Entrepreneurship (CIE). When it moves to the Kennedy Library (2015-2016) it will become the most visible and hands-on of the ‘sandbox’ experiences we are providing for students to experiment with making. Through competitions, low-barrier studio and maker environments, loaning tools, and hosting events, the library helps students help each other take part in a participatory culture where they are inventing the future.
9. Exceptional digital experiences that are responsive to a wide range of personal and disciplinary needs.

Description

Digital natives demand fast and intuitive products and services with technology and social media playing key roles in their lives. Users expect to understand digital interfaces intuitively and are intolerant of steep learning curves. Stable, fast, user-friendly online user experiences are a necessary part of our support for users solving academic and real-world problems. Responsive digital user experiences (UX) increase our capacity for discovery and productivity, while enhanced discovery of library-provisioned resources is key to success in student and faculty scholarship and research. Providing ubiquitous and speedy access to provisioned technologies is at the center of the polytechnic approach to teaching and learning. Effective digital communications facilitate the use of both digital and physical resources in the library. With personalization as a goal, the library is committed to providing rapid, flexible, and user-configurable services across our integrated library systems. Digital access to data, access to digital images, streaming media, and tools to manage and interact with digital textual resources, are critical elements of the total digital experience.

10. Exceptional and diverse physical spaces and experiences that advance university goals.

Description

High academic standards and expectations and overwhelming choices and decisions increase the need of students for spaces that meet a variety of needs, allowing them to focus, work in collaboration with others, restore their energy and motivation, and make informed choices in a world where academic experiences and research strategies are new and confusing. To deliver the best possible user experiences, the library intentionally designs spaces that are human-centered and balance the many competing needs of the campus. Spaces that encourage engagement, entertainment, experimentation as well as refreshment and relaxation are critical contributions to the Learn by Doing experiences that characterize Cal Poly’s polytechnic culture. Clear way-finding, easy access to resources, technologies and user spaces, and the ability of users to reconfigure and adapt our physical spaces to their needs are critical services that create positive emotional experiences and make students’ academic experience more rewarding and more successful.
11. A responsible, culturally invested, knowledgeable organization.

Description

Kennedy Library is committed to creating an inclusive culture that embraces differences, encourages diversity, and fosters an environment of respect. We have a shared and mutual responsibility to help each other learn and thrive as colleagues, professionals, and members of our community. We are committed to developing and acknowledging leadership of all kinds that exists throughout our organization, and we cultivate our collective ability and skills in taking action towards achieving an inclusive culture, including empowering others, listening, fostering well-being, and informing ourselves and others in order to more effectively accomplish our shared goals.

Major milestones & timeline

2015-16: Establish library professional development series.
2015-2016: Establish new Coordinating Committee on Inclusivity and Diversity and integrate campus strategic inclusivity goals into every library department.
STRATEGIC PLANNING TIMELINE

- 2014, Sept-March: Participation in campus master plan meetings and committees
- 2015, January: Strategic Plan Kick-off, Bryan Alexander visit
- 2015, February-March: Strategic Planning Group-facilitated library staff and faculty meetings
- 2015, April: Strategic Planning Group final report to Executive Working Group
- 2015, May-June: draft #1 shared with library for comment
- 2015, July: draft #2 shared with library
- 2015, August: draft #3 shared with stakeholders
- 2015, September: Fall 2015 final draft shared with stakeholders; finalize annual goals for first year of plan
- 2015, October: stakeholder feedback
- 2015, November: final plan published; sponsored campus symposium on the future of the polytechnic library
REFERENCES

- Vision 2022, Cal Poly San Luis Obispo


ACKNOWLEDGEMENTS

- Kennedy Library faculty and staff

- Kennedy Library Strategic Planning Group members: Mark Bieraugel, Andrew Bui (SLAC), Nikki DeMoville, Jessica Holada, Patrick Kammermeyer, Karen Lauritsen (facilitator), Cheryl May

- Student Library Advisory Council (SLAC)

- Bryan Alexander, consultant

- January 2015 focus group participants (faculty, students, staff)

Attachments

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### MAPPING OUR STRATEGIC OUTCOMES TO MEASURES OF SUCCESS

Our strategic outcomes will result in measurable contributions to six key outcomes:

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<thead>
<tr>
<th>Strategic Outcomes</th>
<th>Measures of Success</th>
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<tbody>
<tr>
<td>1. A program for achieving <strong>information literacy</strong> and <strong>multiple literacies</strong> that is exemplary and distinctively polytechnic.</td>
<td>A. Quality of students’ academic experience at Cal Poly.</td>
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<tr>
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<td>E. Contributions to the practice and sharing of innovations in learning and problem solving.</td>
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<td>2. <strong>Peer student connections</strong> that cross college boundaries, encourage diversity, and support student success.</td>
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<td>D. Sense of well-being and experience of inclusivity that individuals enjoy in our community.</td>
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<td>E. Practice and sharing of innovations in learning and problem solving.</td>
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<td>3. <strong>Faculty connections</strong> and <strong>collaboration</strong> across disciplinary boundaries.</td>
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<td>4. Stronger <strong>campus-wide interdisciplinary initiatives</strong>, including STS and STEAM.</td>
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<td>F. Sustainability of our community and our environment.</td>
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<td>5. More inclusive, equitable and open access to learning.</td>
<td>B. Preparation of Cal Poly students to achieve their professional and personal goals.</td>
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<td>C. Quality and diversity of connections made by Cal Poly students, faculty, and staff, that help them achieve their professional and personal goals.</td>
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<td>D. Add to the sense of well-being and experience of inclusivity that individuals enjoy in our community.</td>
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<td>F. Contribute to the sustainability of our community and our environment.</td>
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<td>6. Physical and digital information resources that anticipate and support</td>
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<td>7. More functional, interoperable, and sustainable information architecture for</td>
<td>D. Sense of well-being and experience of inclusivity that individuals enjoy in our community.</td>
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<td>digital collections.</td>
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<td>8. Places for the campus to participate in ‘sandbox’ experiences with technology,</td>
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<td>media and making, and for curating and sharing creative work.</td>
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<td>10. Exceptional and diverse physical spaces and experiences that advance university</td>
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<td>goals.</td>
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<td>11. A responsible, culturally invested, knowledgeable organization.</td>
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## MAPPING OUR STRATEGIC OUTCOMES TO SYSTEM OF ACTION

<table>
<thead>
<tr>
<th>System of Action</th>
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| **I. Connecting:** people to ideas, people to people. | 1. A program for achieving **information literacy** and **multiple literacies** that is exemplary and distinctively polytechnic.  
2. **Peer student connections** that cross college boundaries, encourage diversity, and support student success.  
3. **Faculty connections and collaboration** across disciplinary boundaries.  
4. Stronger **campus-wide interdisciplinary initiatives**, including STS and STEAM.  
5. More **inclusive, equitable and open** access to learning.  
6. **Physical and digital information resources** that anticipate and support changing curricular needs, user preferences, scholarship, and changing modes of communication.  
7. Functional, interoperable, and sustainable **information architecture** for digital collections.  
8. Places for the campus to participate in ‘sandbox’ experiences with technology, media and making, and for curating and sharing creative work.  
9. Exceptional and customized **digital experiences**.  
10. Exceptional and diverse **physical spaces and experiences** that advance university goals.  
11. A **responsible, culturally invested, knowledgeable organization**. |
| **II. Bridging:** disciplines, digital/in-person experiences | 1. A program for achieving **information literacy** and **multiple literacies** that is exemplary and distinctively polytechnic.  
2. **Peer student connections** that cross college boundaries, encourage diversity, and support student success.  
3. **Faculty connections and collaboration** across disciplinary boundaries.  
4. Stronger **campus-wide interdisciplinary initiatives**, including STS and STEAM.  
9. Exceptional and customized **digital experiences**.  
10. Exceptional and diverse **physical spaces and experiences** that advance university goals including sustainability.  
11. A **responsible, culturally invested, knowledgeable organization**. |
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| III. Creating: media, writing, programming, digital scholarship, publishing, 3D and digital making. | 1. A program for achieving information literacy and multiple literacies that is exemplary and distinctively polytechnic.  
5. More inclusive, equitable and open access to learning.  
8. Places for the campus to participate in ‘sandbox’ experiences with technology, media and making, and for curating and sharing creative work.  
| IV. Curating: curated collections (collections vision), support for curating unique content and user platforms for selecting, sharing and curating content | 6. Physical and digital information resources that anticipate and support changing curricular needs, user preferences, scholarship, and changing modes of communication.  
7. Functional, interoperable, and sustainable information architecture for digital collections.  
8. Places for the campus to participate in ‘sandbox’ experiences with technology, media and making, and for curating and sharing creative work. |
| V. Sustaining: preservation, funding, facility, environment | 6. Physical and digital information resources that anticipate and support changing curricular needs, user preferences, scholarship, and changing modes of communication.  
7. Functional, interoperable, and sustainable information architecture for digital collections.  
10. Exceptional and diverse physical spaces and experiences that advance university goals.  
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