Library Services Strategic Plan
2010-2015

Purpose
The Robert E. Kennedy Library's strategic plan provides a general framework for library faculty and staff to plan continuous improvement of the library's services and resources in support of the California Polytechnic State University (Cal Poly) mission. The plan is one way for the library to communicate its future directions with the Cal Poly community. The strategic plan redefines the library's mission, describes the values that its staff brings to the realization of that mission, and provides a vision that inspires us.

Four themes define the library's broad programmatic directions over the next three to five years:

1. Advancing Scholarship
    1.1 Enhancing discovery
    1.2 Supporting knowledge creation and sharing

2. Innovation
    2.1 Collaboration
    2.2 Experimentation

3. Connecting Communities
    3.1 Across disciplines and professions
    3.2 Cal Poly and beyond

4. Citizenship
    4.1 Inclusive Excellence
    4.2 Sustainability

Process
The faculty and staff of the Robert E. Kennedy Library began their strategic planning process in late Fall of 2008. Initial efforts were directed at organizing   staff retreat that would identify ideas worthy of inclusion in new mission, values and vision statements. The retreat was held in March 2009 and was a resounding success. Follow-up activities focused on drafting statements reflecting retreat ideas that were further refined through a series of meetings with library staff.   final staff retreat was held in September 2010 to bring the strategic planning process to   conclusion.

VISION

Because people are at the heart of our vision, we aspire to:

1. Become a nationally recognized university library known for our excellence in **delivering value through academically inspired innovation**.

2. **Exceed the expectations of Cal Poly students and scholars** through our exemplary services and resources.

3. **Advance the exchange of ideas at Cal Poly, fostering a community of scholars** that reaches across the professions and disciplines and around the globe.

MISSION

The mission of Cal Poly Library Services is to promote open and informed inquiry,
foster collaboration and innovation,
support the unique needs of every student and scholar at Cal Poly,
and contribute to the cultural life of San Luis Obispo.

VALUES

Our motivation:	Value the scholar in everyone
	The library is committed to valuing the scholar in **everyone** by delivering excellent service, fostering collaboration and innovation, and respecting and nurturing Cal Poly's distinctive sense of community.
Value	**Summary**
Service:	We EMBRACE our role as educators and as providers of excellent service that supports instruction and learning, and that creates an effective environment for research and scholarship.
Collaboration:	We FOSTER an atmosphere of collaboration, student engagement and discovery, and partnerships that support learning.
Innovation:	We INSPIRE excellence by creating a dynamic learning and teaching environment that uses a polytechnic perspective to help shape the future.
Community:	We NURTURE the intellectual and cultural life of our campus and the region by serving as a hub for scholarly, co-curricular, and creative academic engagement across all our communities for the common good.
Inclusive Excellence:	We ENCOURAGE inclusiveness by promoting understanding, learning, respect, and appreciation for all members of the Cal Poly community and beyond.

Strategic Directions

1. **Advancing Scholarship**

The Library's contributions to scholarship at Cal Poly are guided by two principles:

> **Scholarship is an *ongoing, lifelong process*.**
> Scholarship consists of practices that include exploration, research, discovery, creation, communication, and critical reflection. Scholarship is an integral and lifelong pursuit for Cal Poly's faculty. The ability of students to engage in lifelong learning is an important measure of the university's success.
>
> The Kennedy Library seeks to understand and support the information needs of individuals and groups at Cal Poly as they engage in all of these processes. The Library will provide teaching, services, tools, and expertise to support students and faculty as they engage in every phase and mode of scholarship.
>
> **Scholarship is advanced by *communicating* insights, ideas, and findings.**
> Scholarly communication happens not only in classrooms and labs, but also across geographic space and historical time. Communication also takes place across the different perspectives of many disciplines and cultures.
>
> The Kennedy Library seeks to provide an environment that encourages both intentional and serendipitous exposure to many different perspectives, ideas, and findings. The Library also seeks to support Cal Poly faculty and students in sharing their own perspectives with the widest possible local, national, and global audiences. The Kennedy Library has the opportunity and challenge of providing these services in an environment that is experiencing the transformative impacts of digital communication technologies and practices.

In light of these guiding principles, the Kennedy Library will be focused on activities that *enhance discovery,* and that *support creating and sharing knowledge*

> *1.1 Enhancing discovery:* The Kennedy Library is committed to enhancing discovery of information at Cal Poly. This includes increasing awareness of relevant and appropriate information resources; ensuring that interfaces to online information are easy to use; designing physical spaces for library collections that invite discovery; providing information in a variety of media and formats that match many learning styles and leverage individual strengths; and reducing the time for scholars to get materials, either by providing real-time access, or by minimizing the time needed to secure access to resources that Cal Poly does not own.
>
> Cal Poly students who reach their senior year understanding how to access and take advantage of the wealth of information resources available to them are well-equipped for lifelong learning. Faculty, staff, and other scholars who have timely access to relevant, high-quality information can pursue their work with greater efficiency and credibility.

Several examples of goals we will pursue to enhance discovery are:

- Improving the discovery and use of data in Cal Poly courses, including scientific and engineering data, GIS, social science and humanities data.

- Applying the knowledge and skills of our library faculty to improve curation of our many information resources.

- Enhancing access to media and other non-traditional information resources that support the Cal Poly curriculum.

1.2 Support knowledge creation and sharing: In the digital environment, the opportunities for creating, reusing, and sharing knowledge have multiplied as have associated technical, policy, cultural, and ethical issues. The Kennedy Library is in   unique position at Cal Poly to offer access to technologies and instruction in the use of technologies that support knowledge creation and sharing.

Several examples of goals we will pursue to support knowledge creating and sharing are:

- Assisting faculty and others in understanding how publishing practices and copyright laws impact their ability to create, reuse and share knowledge.

- Assisting students in understanding essential steps in creating new knowledge (e.g. problem formulation, literature review, citation).

- Assisting students in understanding how to responsibly and legally reuse others' expressions, both scientific and creative.

- Enhancing the ability of Cal Poly faculty and students to share their work responsibly with the campus and the world.

- Providing environments and tools that support creating and sharing knowledge through multiple media.

2. Innovation

The speed and complexity of change whether in the economy, in our environment, in our culture, or in science and technology, challenge and inspire us. In order to use our resources optimally while ensuring our relevance to the changing needs of the Cal Poly community, we will continually innovate in designing and delivering services and programs.

2.1 Collaboration: Innovation requires that we maintain an external focus, leveraging the perspectives and strengths of others on campus and beyond through productive collaborations with them. As we plan the next generation of library and academic spaces in a new Academic Center and Library, these collaborations will grow in depth and breadth, with opportunities we can't yet predict. We can predict that those collaborations will benefit Cal Poly.

For example:

- Our physical spaces can be designed for multiple uses, and by collaborating with other academic and technology experts, we can introduce leading edge methods and technologies faster and at lower cost.

- Technology-enhanced spaces in the Library can be fully used by multiple groups for purposes ranging from student learning, to showcasing academic technology, to supporting community-learning programs.

- Other opportunities for innovation through collaboration include developing partnerships through external research and grant opportunities; and collaborating with faculty and students to apply insights and skills being taught in the classroom to the Library: from design, to architecture, programming, marketing, and more.

- We can also work with libraries and others in higher education around the state to leverage our collective strength to pursue innovative solutions to shared problems (e.g. preservation, digital content, and resource discovery systems).

2.2 Experimentation: The Kennedy Library is committed to continually evolving our practices based on regular feedback from users, and continual review of best practices elsewhere. We realize that to keep up with the speed of change in our users' lives we need to embrace iterative and experimental approaches to all of our programs and services.

Our experiments will include:

- Redesigning physical learning and working environments for our users, including collaborative spaces and technology-enhanced spaces that give members of the Cal Poly community opportunities to experience and adopt new information technologies and devices.

- Incorporating new media and social networking in course-specific instructional content and services.

- Introducing new hardware, networking and software to our users giving them opportunities to apply these in their scholarship, and learn from their experiences.

3. Connecting Communities

The role of libraries has irrevocably changed; libraries are no longer defined by the collection and the storage of information; they now seek to create opportunities for intellectual and cultural communities to exchange information and ideas. By helping individuals and groups cultivate multiple perspectives, we help them work together to solve problems and build greater understanding of the world.

As a common good at Cal Poly the Kennedy Library feels an obligation to help bring scholars together across disciplines and reach out to the broader community to share the benefits of learning and discovery.

3.1 Across disciplines and profession: We will create programs that foster informal intellectual exchange across communities, professions, and generations. These programs may include events, exhibits, or other ways of fostering informal and structured networking and information sharing.

The Library's current community building initiatives include:

- Science Café, an informal discussion series that engages Cal Poly students, faculty and members of the community around science and related topics.

- The Kennedy Library's exhibit series. This program provides a wide range of events that involve students, faculty and community in exploring themes in the sciences and humanities. Past exhibits have featured Swiss architecture, alternative Latino publications, the Mars Lander, books as art, and an annual tribute to Black History Month.

- The Osher Lifelong Learning Institute is a membership organization managed by the library and dedicated to providing intellectually enriching learning experiences for older learners in the San Luis Obispo community.

3.2 Cal Poly and beyond: The Kennedy Library is also mindful of the role it can play in connecting communities beyond Cal Poly to the campus. These may include supporting adult learners in the surrounding community, helping K-12 teachers enrich their students' exposure to the culture and environment of a university; or working with community leaders and activists to help them share their ideas and perspectives in an environment that celebrates open inquiry, creativity, innovation, and mutual respect.

Examples of broader collaborative projects include:

- The California State University (CSU)/Council of Library Directors (COLD) Virtual Library initiative seeks to create equal access to information resources for students and faculty at the 23 campuses of the CalState system.

- Organized and led by the libraries of Cal Poly and CSU San Marcos, the formation of a California-based Rapid interlibrary loan consortium encourages broader sharing of library resources across many different types of libraries in California, and will dramatically reduce staff costs and user wait time for receiving their interlibrary loan article requests.

- The Western Regional Storage Trust (WEST) is a collaboration of the University of California, CSU and other academic libraries throughout the western United States to create shared storage of commonly held academic journals thereby freeing resources on local campuses.

4. Citizenship

The Kennedy Library is deeply committed to fulfilling its role as   campus citizen. We will do this through exemplary customer service, and by contributing our expertise to the entire community at Cal Poly as well as to other libraries. Our actions will also be guided by our commitment to the shared priorities and values of Cal Poly and of the CSU.

4.1 Sustainability: The Kennedy Library embraces its responsibility as a member of the campus community to be a good steward of Cal Poly's assets. This includes providing long-term, effective preservation of campus assets that are entrusted to us, including the collections of the Library and of the University Archives, and Digital Commons @ Cal Poly. It also means making responsible choices in our use of common resources, including energy and materials; and striving to have a positive impact on the natural environment that we share. In addition, we are committed to providing strong support for the research and creative work at Cal Poly that supports the goals of sustainability, by increasing access to relevant research literature and by supporting dialog and debate related to this common goal.

Examples of the Library's initiatives in support of sustainability include:

- The Digital Commons @ Cal Poly, a service that collects, digitizes, and shares with the world the intellectual output of faculty, students, colleges, institutes and administrative units.

- Renovation of the library's atrium space,   collaboration with faculty and students from the College of Architecture and Environmental Design. The new design will emphasize use of sustainable materials, and the space will be used to educate library visitors on the basics of sustainability.

- The Steering Committee for the *Academic Center and Library* building expansion project worked closely with architects to develop a program plan where building sustainability features are fully incorporated. If the plan is funded in its current form the building can be expected to achieve a Silver LEED green building certification.

4.2 Inclusive Excellence: Co-curricular learning is an aspect of the Cal Poly experience that contributes greatly to students' appreciation of the value of diverse perspectives and cultures. We are fully committed to being part of the co-curricular experience for Cal Poly students, and to representing and fostering a diversity of perspectives and learning styles through our selection of information resources, instruction, exhibits and events.

- The Library has appointed an Accessibility Advocate tasked with ensuring that the Library's services and resources can be accessed by all students and scholars, whatever their learning styles and differing abilities.

- The faculty and staff of the Robert E. Kennedy Library have embraced the motto ***"Value the scholar in everyone."*** The phrase expresses our heartfelt commitment to serving the wide variety of scholarly needs represented among our students and faculty.

Conclusion

This strategic plan provides a framework for library faculty and staff to envision their future in support of Cal Poly. The themes presented are intentionally broad so that the library can position itself to adapt to changing conditions and to take advantage of opportunities as yet unforeseen. Action steps to accomplish the ideals of our mission and vision will be developed as part of the library's annual goal setting process. The annual goals document is widely communicated within the library and shared with the campus.

The success of our actions will be assessed on a regular and ongoing basis. These results and any new action steps will also be communicated with the campus in order to create a process of continuous improvement.