strategic plan

2005 CSU LIBRARIES

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21ST CENTURY STRATEGIES FOR THE CSU LIBRARIES

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2005 CSU Libraries Strategic Plan

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21ST CENTURY STRATEGIES FOR THE CSU LIBRARIES

This current plan is the third chapter in the Council of Library Directors' strategic planning history…and has a powerful focus on the future while continuing to demonstrate how a systemwide collaborative effort creates added value for all constituents.

introduction

To enhance support for the teaching, research and service mission of the California State University, the Council of Library Directors' (COLD) 2005 Strategic Plan is organized around four themes:

- **Advancing Student Success**
- **Advancing Scholarship**
- **Advancing Outreach and Service to Our Communities**
- **Advancing the Continuing Transformation of Library Services**

These themes were chosen to reflect the strategic objective of CSU libraries—excellent service to our students and faculty. To maintain high standards of service, the plan highlights the continuing improvement of current collections and services and emphasizes the need to remain agile and innovative to develop the new services that will take us into the future.

This current plan is the third chapter in COLD's strategic planning history. The first chapter, from 1995 to 1999, established an active and innovative agenda of initiatives undertaken to benefit the CSU academic community. The second chapter, from 2000 to 2004, continued to move library service forward. This third chapter has a powerful focus on the future while continuing to demonstrate how a systemwide collaborative effort creates added value for all constituents.

The first two chapters have been very successful in improving library and information services for the changing face of the California State University. These successes are outlined later in this plan. The third chapter endeavors to capitalize on those successes by continuing COLD's tradition of innovation and commitment to student learning, to faculty research and teaching and to the information needs of the citizens of California.

A NEW PLANNING APPROACH

This plan update revises the structure and approach used in the previous COLD strategic plans. The 2005 plan's shorter, 3-year update cycle will enable COLD to use the plan as a "living document" that will be frequently adapted to new challenges and opportunities. The plan is also closely aligned to the CSU mission and focused on clear opportunities for collaboration across the CSU libraries.

THE CONTEXT FOR PLANNING

The strategic themes comprising this third chapter of COLD strategic planning are designed to respond to dramatic changes facing academic libraries. Changing behavior and needs of students, rapidly evolving information and communication technologies, and changes in the learning environment all combine to require a dynamic and flexible plan for libraries, a plan that accommodates a future increasingly difficult to predict. Several elements of this planning context are drawn from the *2003 OCLC Environmental Scan: Pattern Recognition;* others reflect new trends in the teaching and learning environment of the CSU.

- Student behaviors are changing, both in how they seek information and how they engage in learning. Students feel increasingly self-sufficient in the "Web world," creating challenges for interactions between students and librarians. Students often begin their research on the Web, and may or may not realize that the library has extensive resources and assistance.

- Student needs are changing. New skill sets are necessary for success in higher education and the workplace. Information and communication technology skills encompassing basic computer and information technology use combined with more challenging information literacy are critical for the demands of the 21st Century. Libraries must play a key role in imparting these skills, a role made more challenging as CSU students become increasingly diverse in their backgrounds and learning styles.
- Units of information are changing from whole books to chapters and from issues of journals to individual articles. This difference may change the fundamental model of how information is purchased and provided to end users.
- Information resources and the technologies that deliver them are constantly changing, so there is no permanent format or content. A static information literacy skill set will no longer serve a student or a graduate working in the information economy.
- Digital scholarly communication is in its infancy. As it takes shape, the impact may be marginal or may entirely transform the delivery of scholarly information. The cost could increase substantially, or non-commercial models might create a more reasonable cost model. Libraries will be challenged to find a role in developing information and economic models for information.
- Institutions will be more and more interested in capturing, managing, and accessing digital assets, including images, campus-created databases, student performance and visual art, and learning objects.

- There is an increasing emphasis on faculty research, scholarship and grant development. In addition, there is an increasing role of graduate students in the research process.
- Students are increasingly forming "learning communities" wherein they gather together in groups to collaboratively pursue assignments and share understanding of course content. These communities can be physical face-to-face, virtual through technology, or a combination of both. Libraries are important resources for the former as can be seen from the steady use of group study rooms; and opportunities exist to provide a richer environment in the form of a "learning commons" incorporating a wide array of resources and assistance tailored to cooperative learning as well as individual study, reflection and research. Libraries also have opportunities to play important roles in virtual learning communities through rich information portals, and online reference services.
- More courses are using Learning Management Systems to deliver online content, including information resources and online learning objects such as simulations and models. Creating "libraries" that organize and facilitate access to text and non-text resources will require new partnerships between information creators and information managers.
- Library services will not stand alone. Student services, including information resources, will be delivered through one portal where all parts are integrated to create a seamless, single-sign-on system to deliver information, coursework, financial aid, registration, etc.
- Intersegmental relationships are becoming increasingly important as community colleges and high schools work together with CSU to strengthen students' preparation for success in the university. Libraries should play an important role in fostering these relationships; information literacy, along with math and English, is a critical foundation skill.

In addition to being influenced by these broader trends in information and knowledge management, the libraries will respond to changes and needs within the CSU academic environment:

- Increasing emphasis on faculty research, scholarship and grant development;

- Increasing role of graduate students and undergraduates in the research process;
- Diversity in student populations and changing student learning styles.

Information literacy will require an evolving mastery of new resources and technologies rather than a static skill set good for a lifetime.
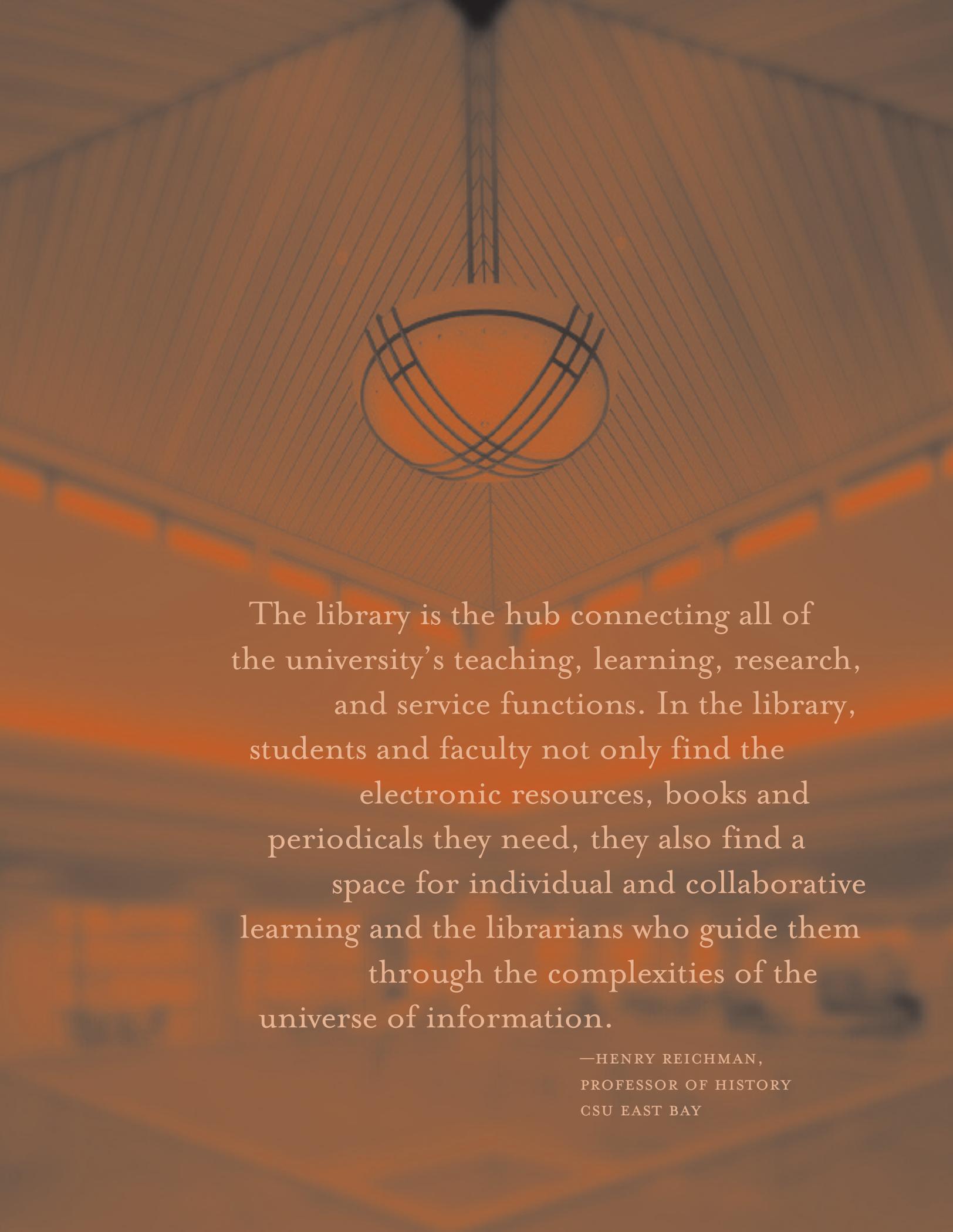
The library is the hub connecting all of the university's teaching, learning, research, and service functions. In the library, students and faculty not only find the electronic resources, books and periodicals they need, they also find a space for individual and collaborative learning and the librarians who guide them through the complexities of the universe of information.

—HENRY REICHMAN,
PROFESSOR OF HISTORY
CSU EAST BAY

vision and strategic themes

This section presents the key elements of the strategic plan. The vision statement below describes the preferred future of the libraries and the values that will guide implementation of the plan. The following pages present the four strategic themes and associated goals that describe the Council of Library Directors' action agenda and connect the libraries to the overall mission of the California State University.

vision

The libraries of the California State University are committed to providing exceptional service to our students and faculty. We are dedicated to advancing learning and literacy, creating new knowledge, promoting intellectual freedom and freedom of inquiry, and enhancing access to recorded knowledge and information.

advancing student success

By virtue of initiatives begun with the 1995 library strategic plan, CSU has been a nationally recognized leader in the advancement of information literacy as essential for success in the university and beyond. The goals of this theme will build on the efforts of the past ten years. COLD will continue to work closely with discipline faculty in integrating information literacy throughout the curriculum and will continue to pursue innovative means of assessing student information literacy abilities. In past planning COLD has also recognized the importance of the library as a "learning commons" and will continue to plan libraries as technology-rich and inviting places for students to learn and work together.

Goal 1: Ensure that every student who graduates has a mastery of information literacy.

Information literacy—or the ability to recognize when information is needed—as well as the ability to find, use and evaluate information effectively—is a critical lifelong skill for CSU students. The abundance of information, particularly electronic, poses great challenges in terms of its access, credibility and validity. In order to ensure that CSU students are information literate, the libraries will focus on information literacy standards for graduation as well as for incoming and transfer students. Library staff will partner with faculty to integrate information literacy into learning outcomes and assess the achievement of information literacy efforts.

Goal 2: Establish best practices in library design to support student success.

Library buildings for the 21st century must incorporate dramatically different design elements to reflect the increasingly digital delivery of information, the collaborative nature of pedagogy and learning, and the continuing organized storage and retrieval of traditional print resources. By identifying and applying best practices in library design and revising building standards accordingly, CSU libraries will create the next generation of learning spaces to improve upon the traditional classroom and the learning commons models. These new spaces can transform libraries into crossroads where successful pedagogies promote active learning.

Goal 3: Integrate library resources and services in learning management systems.

Learning management systems (LMS) are increasingly the conduits through which course content is delivered; student, instructor, and librarian interaction is facilitated; and assessment is carried out in both traditional and online curricula. The plan for this goal supports the integration of information resources and services—and priority initiatives such as information literacy—into the LMS environment.

advancing scholarship

Electronic resource sharing is one of the most successful CSU-funded programs. The Electronic Core Collection (ECC) model was conceived as part of the first COLD plan. As support increased, the range of electronic resources in the Core has expanded into all areas of the CSU curriculum. The sciences and technology were especially enriched under the second plan. Over 13,000 full text journals are now included in the ECC. The purchasing leverage of the CSU has realized significant consortial discounts for these resources, and they are used millions of times each year. There were two major accomplishments of the second plan. First was the implementation of the ExLibris SFX application that links journal citations in any database to the full-text articles in any database. SFX is the recognized leader in this application, and it has significantly increased the use of the ECC. The second major initiative, currently underway, is MetaLib, a tool for searching across multiple databases. A commitment to improve and expand systemwide resource sharing continues this theme.

Goal 1: Support the research and creative activity of students and faculty.

Library collections are an essential component of a robust learning and research environment. COLD will use the Electronic Core Collection model to add new resources that can be shared across the CSU. Expanding the range of information resources will continue, based on an assessment of the academic programs where new resources can make a difference in student learning and research. In addition to purchased or leased resources, this plan intends to increase access to the repositories of unique information resources held by CSU libraries. A CSU digital collection will capitalize on the invaluable resources about the history, policy and culture of California, as well as other special collections held in each CSU library. This integrated collection will be a powerful learning and research tool within and outside the CSU. The libraries will create an environment that ensures equal access for all students, including adaptive technology for students with disabilities.

Goal 2: Develop a recommendation for creating an institutional repository.

Increasingly, documents are being published online, and many are only digital. These documents are important in terms of research, policy, and history, yet currently there is no systemwide approach to capturing them in a systematic, accessible way. This goal will explore the creation of an institutional repository that may include electronic theses, faculty research, and university archives.

advancing outreach
and service to our communities

The wealth of talent and information resources within the CSU libraries provides benefits to the university, regional communities and the citizens of California. The goals of this theme focus on identifying ways to increase the awareness and use of this rich array of resources. Initiatives in this area will highlight the contributions of CSU librarians and staff.

Goal 1: Facilitate student and faculty understanding, awareness, and use of library resources and services.

Encouraging the awareness and use of resources, especially electronic resources, will have a positive impact on faculty and student research and will maximize the return on investment of university funding. The objectives for this goal will include developing shared strategies for the marketing of resources and services, including partnerships with faculty development programs and centers for teaching and learning. CSU libraries will also share their best practices for campus outreach across the CSU system and beyond to national and international communities. To improve their services, CSU libraries will also identify and implement successful practices from other libraries and library systems.

Goal 2: Increase awareness of the CSU libraries' contributions to the profession, to higher education and to the state and nation.

The cumulative contributions of the libraries of the CSU to the profession, to higher education and to the community are impressive and should be recognized. The record of leadership in professional organizations as well as grants, research and publications, and the national impact of the CSU libraries' contributions to such important areas as information literacy will be identified and publicized. Also, through library cooperative agreements, CSU library collections serve as important resources to citizens across the state, and the information literacy skills imparted through library instructional programs are critical elements in CSU's role of preparing California's workforce of tomorrow.

advancing the continuing transformation of library services

CSU libraries will continue their commitment to constantly evaluating developments and opportunities in technology and identifying best practices that can enhance their services. CSU libraries face rapid change in information, technology and education. The libraries will maintain their ability to anticipate and respond to this dynamic environment. It is also essential that the direction of transformation be determined through ongoing dialogue with the students, faculty and administrators the libraries serve.


Automated storage and retrieval system.

Goal 1: Continuously scan trends and emerging opportunities.

The libraries will assess trends in library services, resources and technology and increase awareness of best practices in academic libraries. By creating opportunities for greater communications and creative thinking, this initiative will help the libraries identify joint endeavors and grant proposals. The libraries will translate the outcomes of this work back into dynamic and responsive library planning.

Goal 2: Engage students, faculty, administrators, and external communities to inform the continuous improvement of library services.

The emerging needs of students, faculty, administrators and the citizens of California will be discovered through ongoing communication and a formal assessment program. As a result, library services, facilities and resources can be better tailored to the needs of library users. This communication may also serve to convey a better understanding of the resources and services of libraries to our various constituencies. These conversations will also inform our planning and priorities.
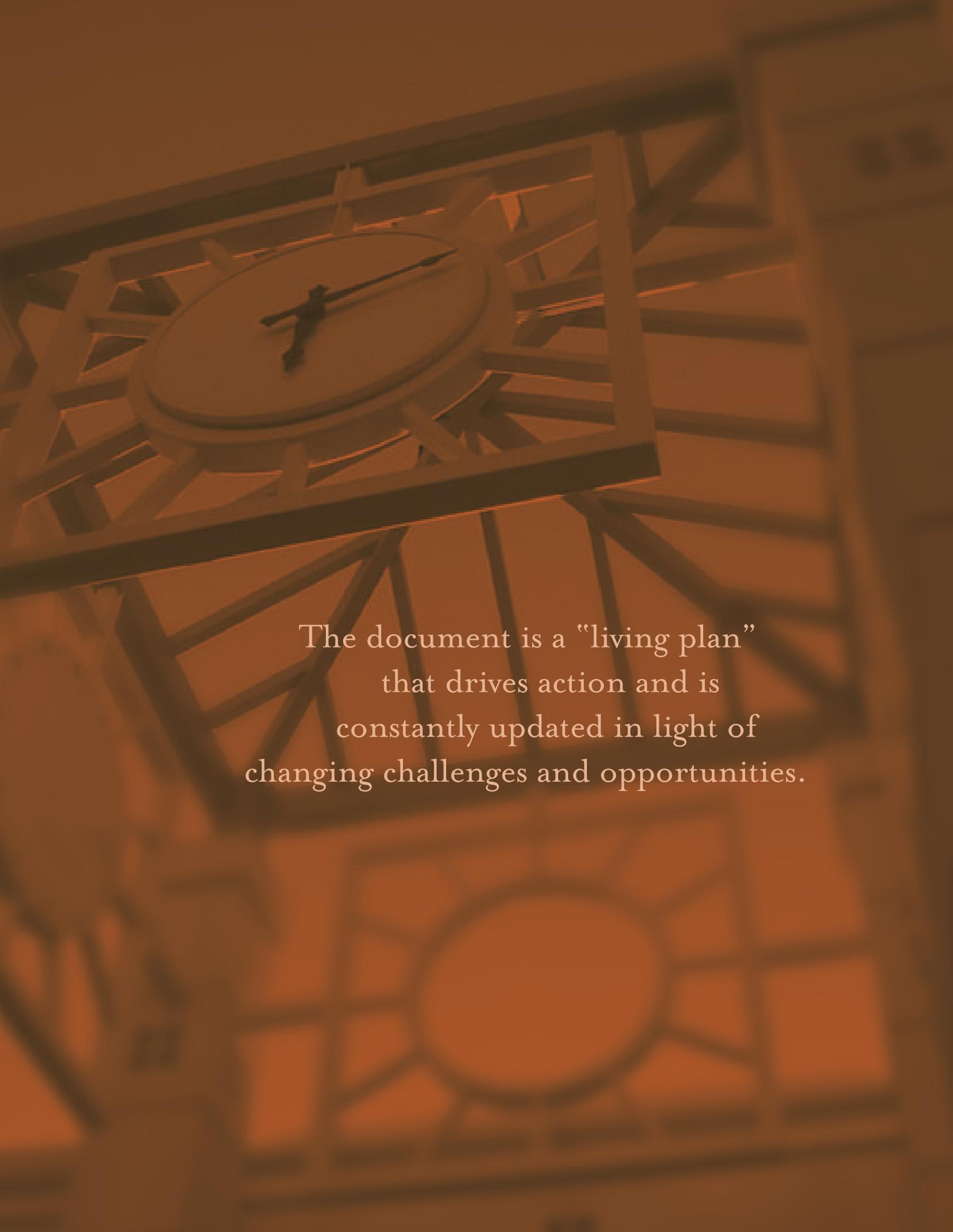
The document is a "living plan"
that drives action and is
constantly updated in light of
changing challenges and opportunities.

next steps

This plan builds on the strengths of the two previous plans. The plan is designed to maximize opportunities in the current environment and also to position the California State University to make more significant improvements in better financial times. This plan is a dynamic tool to move CSU libraries into a future that will be extremely interesting and constantly changing.

A LIVING PLAN

The Council of Library Directors will work consistently to achieve the goals of the strategic plan. Using an annual strategic planning cycle, the Council will ensure that the plan is being actively implemented, monitored, evaluated, improved and updated. This regular attention will mean that the document is a "living plan" that drives action and is constantly updated in light of changing challenges and opportunities. The planning cycle includes mid-year and end-of year progress reviews and an annual strategic planning meeting to update the plan and develop links to budget development.

ACTION COMMITTEES

The Council of Library Directors will establish a committee to design and oversee the action plan for each objective. A library director will chair each committee, and committee members can include other directors and representatives from academic, library and other departments. The aim of including a cross section of the libraries' partners is to develop action plans that are meaningful, creative and effective because they reflect a wide range of perspectives.

MEASURES OF SUCCESS

As with previous plans, the Council of Library Directors has launched this strategic plan under the umbrella of the CSU's Integrated Technology Strategy (ITS). COLD will report annually on the success of the plan to the CSU Technology Steering Committee. Progress on key ongoing initiatives of the plan will also continue to be reported in the CSU's *Measures of Success*, a narrative on the ITS submitted annually to the California Legislature. The plan will come under the academic initiatives section on "Excellence in Teaching and Learning."

Cesar Chavez Memorial Mural, Sonoma State University

IMPLEMENTATION

In Fall of 2005, COLD will begin to develop the goals outline in the plan. Each committee will set regular meetings, develop a timeline, make a resource analysis and create an evaluation process. Additionally, each committee will develop a plan for consulting with groups that have an interest in or will be affected by the goals. Each committee will be expected to report on its status at every COLD meeting.

RESOURCES

The plan positions COLD to adapt to changing budget circumstances. COLD will use the annual planning cycle to assess resource needs for achieving ongoing improvement and advance these through the university's budget process.

ADVANCING TOGETHER

The library directors are committed to engaging their partners within and outside the university to build a successful future for library services. The strategic plan's themes and goals are a starting point for collaboration, stating clear paths for innovation while maintaining a high degree of flexibility to integrate new ideas and respond to opportunity. The plan is the first step in "advancing together."

additional resources

CONTEXT FOR ACADEMIC LIBRARY STRATEGIC PLANNING

Charting Our Future: ACRL Strategic Plan 2020; Association of College and Research Libraries (A division of the American Library Association); June 2004
http://www.ala.org/ala/acrl/aboutacrl/whatisacrl/acrlstratplan/stratplan.htm

ENVIRONMENTAL SCANS

2003 OCLC Environmental Scan: Pattern Recognition
http://www.oclc.org/membership/escan/default.htm

Beyond the Horizon: Environmental Trends in Context; OCLC; 2004
http://www.oclc.org/membership/escan/default.htm

CSU COUNCIL OF LIBRARY DIRECTORS' (COLD) STRATEGIC PLANS

Working Together, 2000
http://www.calstate.edu/ls/2000-Lib_Strategic_Plan.pdf

Transforming CSU Libraries for the 21st Century, 1994
http://www.calstate.edu/ls/archive/lib_strat_plan.shtml

INFORMATION ABOUT THE CSU LIBRARY DIRECTORS' SYSTEMWIDE INITIATIVES

General Information
http://calstate.edu/ls

Information Literacy
http://calstate.edu/ls/infocomp.shtml

Electronic Resources / Electronic Core Collection
http://seir.calstate.edu

acknowledgments

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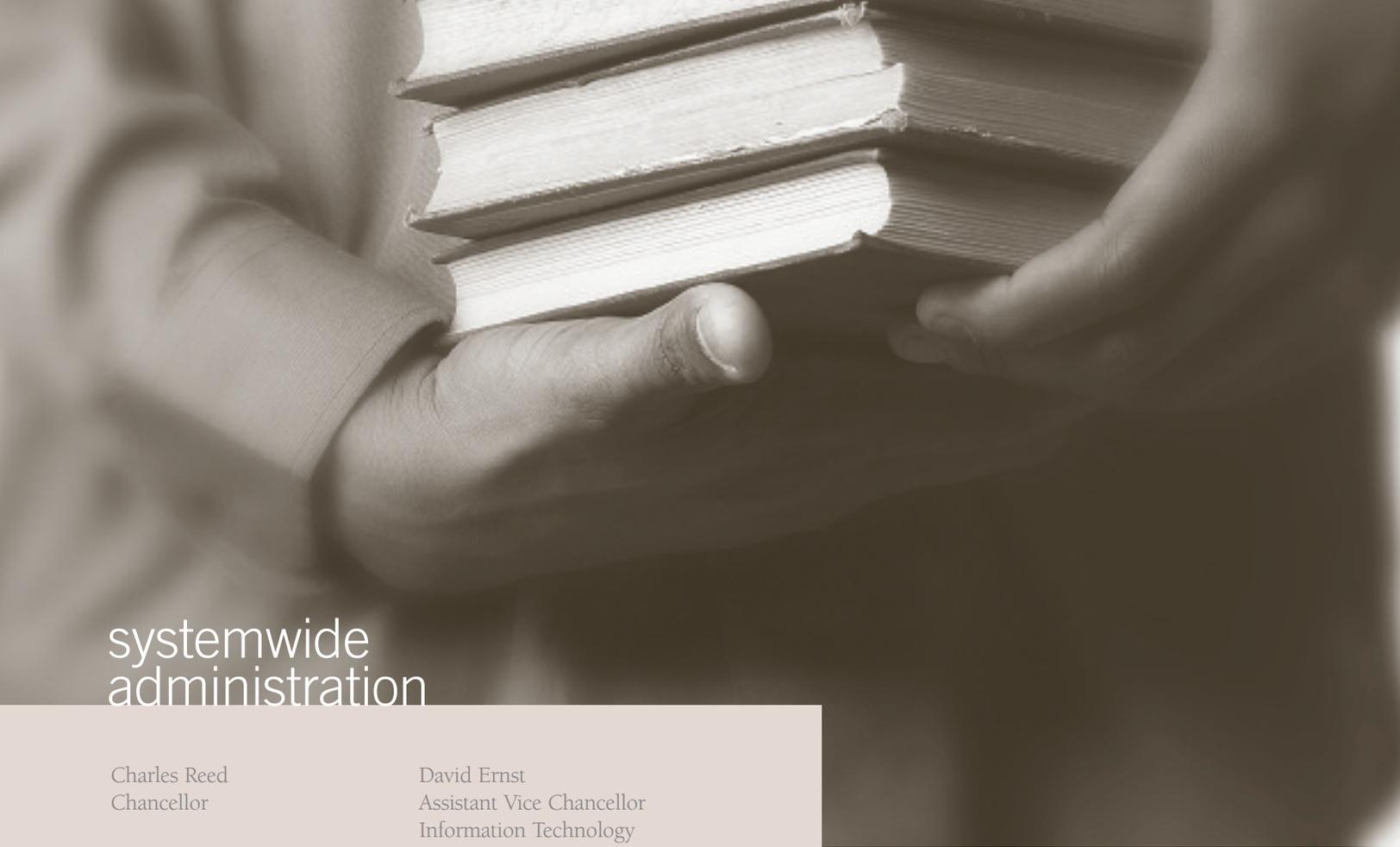
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focus and interview groups

Academic Council

Statewide Academic Senate

Directors of Faculty Development

Academic Technology Advisory
Committee

Information Technology Advisory
Committee

Faculty, staff, administrator and
student groups on 14 campuses