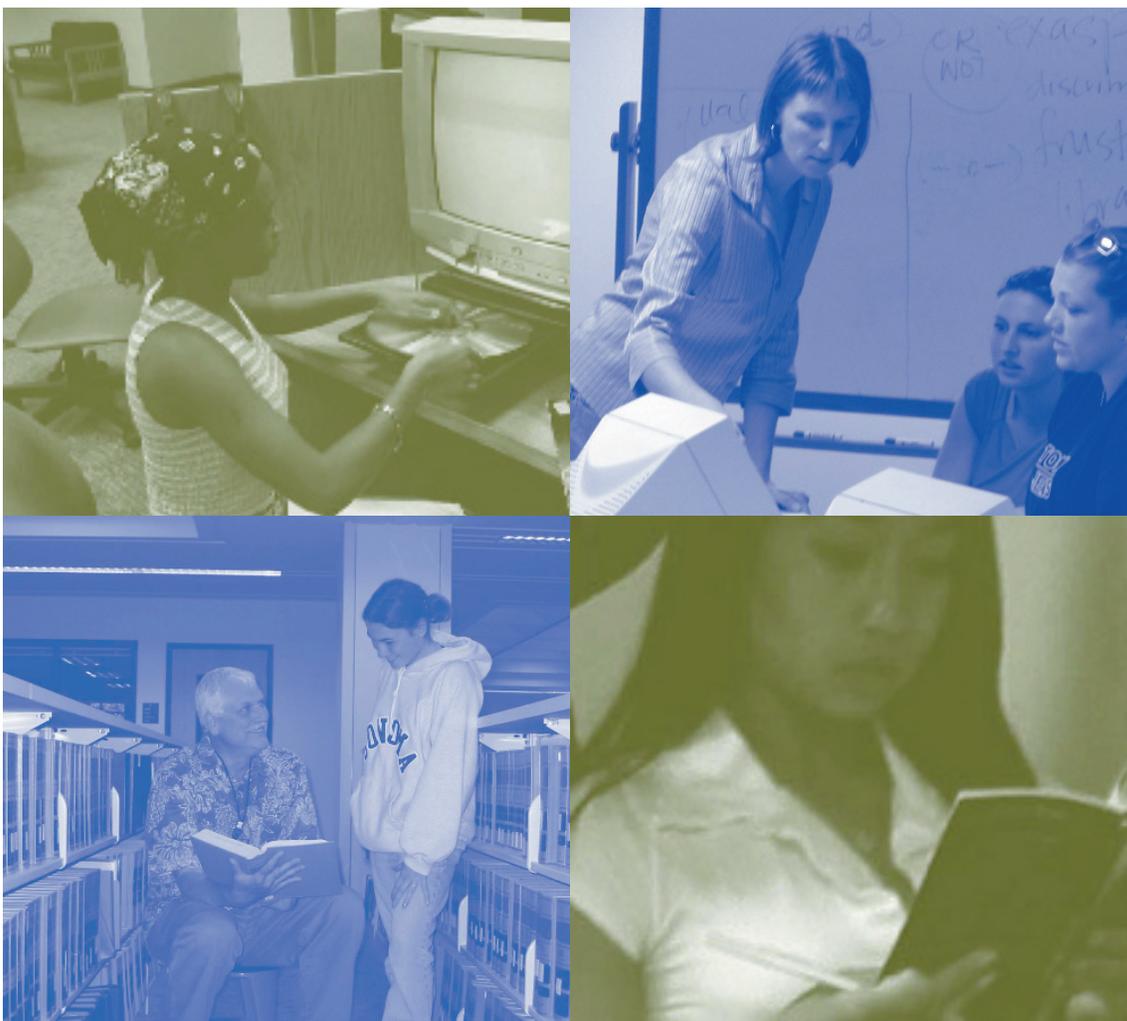


ADVANCING STUDENT SUCCESS

THE UNIVERSITY LIBRARY AT SONOMA STATE UNIVERSITY PLANNING PRIORITIES 2005-2008



JULY 2005

TABLE OF CONTENTS

A PLANNING FRAMEWORK page 3

PROCESSES FOR CONTINUOUS IMPROVEMENT..... page 4

INITIATIVE 1: LIBRARY AS PLACE page 5

INITIATIVE 2: TEACHING page 6

INITIATIVE 3: INFORMATION AND ACCESS page 7

INITIATIVE 4: TECHNOLOGY page 8

INITIATIVE 5: MARKETING page 9

INITIATIVE 6: FUND-RAISING page 10

APPENDIX: RESOURCES page 11



A PLANNING FRAMEWORK

The Sonoma State University Library is committed to student success.

The Sonoma State University Library cares deeply about students. We define our mission as support for the “whole student.” We support students’ social and cultural lives as well as their intellectual development. We value all stages of their progress from the first tentative steps as inexperienced university students to the final drive toward graduation. Throughout their journey, we contribute actively to help our students become informed, engaged, global citizens and lifelong learners. As always, we collaborate with many partners, foremost among them the faculty of Sonoma State University, in pursuit of this goal.

As a hub of campus life, the University Library is a venue for a range of activities, from quiet study to group work, from computing to social networking, from exploration to discovery in myriad forms, from creative expression to innovation, from scholarship to service. We design our Library to offer a safe, secure, and welcoming place for all of these activities.

The principle of *Advancing Student Success* guides our planning in fundamental ways. Tied to the CSU Libraries’ strategic plan and tailored to meet local campus planning efforts, six broad themes have been identified as a focus for the next three years. Based on these planning directions, the University Library will develop annual goals with a commitment to continuous improvement. We will endeavor to undertake all initiatives with a user-centered approach.

We know that planning progress relies on keeping current, understanding external and internal factors, and being adaptable in a fast-moving world. We feel that timely attention to good practices will enable the University Library to meet the requirements of an ever-changing student population and information environment.



PROCESSES FOR CONTINUOUS IMPROVEMENT

The choice of planning goals is based on a series of strategic processes that inform the thinking and direction of the University Library.

Trend Analysis

The University Library acknowledges the necessity for routine analysis of current and emerging trends that may impact its role in student learning. We will integrate an intentional, comprehensive scan of internal and external factors into our planning process.

Technology Development

The University Library recognizes that information technology, learning, and teaching are inextricably tied together. The Library will continue to provide the technology platforms necessary for accessing and creating information in digital, multimedia, and print formats and for experimenting and innovating using new technologies that support learning goals.

Collaboration

The University Library believes that cross-campus efforts are the most effective means for supporting student learning and using resources efficiently. With this view, all planning efforts will endeavor to identify and include strategic partners on campus that can help bring our action initiatives to fruition.

Staff Support

The University Library is committed to developing a vibrant, flexible, and skilled workforce with a desire for continuous improvement, a focus on student learning success, and excellent service standards.

Use of Space

All planning efforts recognize that the University Library must provide stewardship of a public facility intended to serve a growing student population and to respond to continual change in the information environment. We must balance campus directions, space for student interaction and quiet study, availability of technologies, and building maintenance.

Marketing

We assume that planning initiatives are vital to the University Library's role in the educational enterprise, and we will support each action initiative with an appropriate marketing plan that ensures that our programs and services reach target audiences.

Assessment

Understanding that every effort of the University must be measured for effectiveness and impact on student learning, the University Library will establish assessment methods for programs and services.

Funding

Sustaining service and technology initiatives and designing innovative programs rests on close analysis and management of funding resources. Planning priorities may indicate the need to augment the general fund allocation for program enhancement. The University Library must be prepared to seek additional financial resources through external fund-raising, grant procurement, and collaborative partnerships.

LIBRARY AS PLACE

A contemporary library embraces its role as a learning commons — a place for active and cooperative learning, group and individual study, reflection, research, and the use of information resources and technologies.

Initiative One

The University Library will embrace its role as a dynamic space for intellectual, cultural, and social interactions that enrich student life.

Goal 1

Ensure an active learning environment to support a variety of student learning styles

- Design innovative digital learning spaces
- Designate teaching and learning spaces for an expanding library instruction program
- Provide student work spaces for collaborative work
- Provide sufficient space for quiet study and research

Goal 2

Provide a venue for enrichment of student life and campus culture

- Explore joint programming opportunities with the campus residential community
- Partner in a variety of co-curricular campus activities
- Design dynamic art exhibitions and lecture programs to support the liberal arts & sciences mission
- Provide an intellectual and social commons where students feel comfortable and welcome

Goal 3

Review allocation of the Library's physical space to meet evolving learning needs and campus directions

- Ensure visible and efficient services through regular review of service policies and staffing models
- Solicit user feedback to inform decisions about optimal allocation of public space
- Evaluate internal workspace design to optimize the Library's role in student learning
- Ensure adequate physical capacity for information resources in different formats
- Analyze space allocation holistically in response to changing campus needs

Goal 4

Enhance stewardship of the facility

- Audit building safety and improve security processes
- Seek physical improvements to secure the integrity of the library as place
- Evaluate accessibility needs on a regular basis
- Monitor maintenance and upkeep

Success in a global environment requires an evolving mastery of changing information technologies and skills. Teaching students to be discerning information users is among the University Library's highest priorities.

Initiative Two

In partnership with campus-wide instructional efforts, the University Library will prepare students to be lifelong learners.

Goal 1

Enhance learning through a comprehensive information competence program to meet the planning initiatives of Academic Affairs

- Expand the current first-year information literacy program
- Articulate a cohesive approach for information literacy instruction in the disciplines
- Improve assessment methods for the Library instruction program as a whole
- Incorporate sustainability in planning for the information literacy program

Goal 2

Leverage academic technologies to support the information competence program

- Evaluate technological approaches to information competence instruction for best practices
- Actively solicit student and instructor feedback on effective online teaching modules
- Develop a plan to create high-quality digital learning objects to enhance teaching and learning goals
- Explore the integration of information competence modules with campus learning management systems (LMS)

Goal 3

Expand the information literacy program through partnerships with discipline faculty

- Improve orientation and training in information competence for new faculty
- Develop information competence modules for faculty to adopt
- Develop training in information competence pedagogy in various formats
- Assess the program to encourage continuous faculty engagement

INFORMATION AND ACCESS

Dynamic academic programs call for an innovative approach to shaping relevant collections. An emphasis on digital formats and seamless access will provide students with robust research and learning tools.

Initiative Three

The University Library will judiciously expand curriculum-based collections and accelerate the transition to digital access.

Goal 1

Expand compelling collections of digital, multimedia, and print resources to support academic goals and campus programs

- Collaborate closely with instructional faculty to ensure the procurement of on-target resources
- Build co-curricular collections to support the growing campus residential community
- Support the CSU Libraries' cooperative collection development efforts to reduce redundancy and costs
- Boost resource sharing by expanding interlibrary services to meet student and faculty needs

Goal 2

Streamline digital and physical access to all resources

- Migrate to digital formats where appropriate
- Actively improve pathways to digital resources
- Anticipate changing patterns in student learning when selecting information access alternatives
- Ensure compliance with disabled accessibility guidelines

Goal 3

Digitize unique collections to heighten learning and resource sharing

- Explore options for a campus digital institutional repository
- Identify unique library collections for digitization projects

Goal 4

Construct a funding model to support digital access to library collections

- Analyze and project the implications of campus growth and funding patterns on collection development and management
- Review the information resources budget at regular intervals to keep access stable

The convergence of information and technology is changing the design and delivery of library services just as it is changing the teaching and learning environments. Students and faculty now rely on integrated services and seamless access in a digital learning “commons.”

Initiative Four

The University Library will commit to an evolving technology environment that facilitates teaching and learning.

Goal 1

Identify and integrate appropriate new technologies to support academic achievement

- Monitor information technology trends for innovative Library applications
- Leverage current Library technologies as effectively as possible
- Investigate integration of Library resources with academic technologies such as learning management systems (LMS)
- Analyze user patterns to anticipate student learning needs
- Analyze and implement technology applications recommended for the CSU Libraries consortium

Goal 2

Partner with other campus groups to advance academic technology support

- Consider establishing an instructional technology council with members from the Library, ITS, the Center for Teaching and Professional Development, and other relevant groups
- Participate with partners in annual planning for joint delivery of academic technology services
- Seek collaborative opportunities for offering instructional technology training

Goal 3

Seek greater efficiencies in Library public computing to support student learning needs

- Assess public computer configuration, including output options such as printing
- Standardize software with campus labs as appropriate
- Review placement of computers in public areas on a regular basis

Goal 4

Improve support services for public and internal computing in the Library

- Establish user feedback and assessment methods
- Improve support services to ensure employee productivity
- Establish performance guidelines for members of the Library Technology Support team

MARKETING

A fundamental responsibility of any service organization is to reach out and promote its programs, resources, and services. The library must commit to constant, active outreach in as many ways as possible and as often as it takes.

Initiative Five

The University Library will aggressively promote its services and resources.

Goal 1

Ensure continuous improvement of services based on user needs and feedback

- Conduct internal assessments to ensure that the Library adopts a user-centered approach in all practices
- Develop online surveys for feedback on specific services and resources
- Establish focus groups for feedback on services and resources

Goal 2

Upgrade current marketing and public awareness programs for effectiveness

- Revise the marketing and public relations plan
- Model best practices in marketing
- Secure staffing support for programs and practices

Goal 3

Use innovative approaches to reach audiences

- Develop a program for streamlined information dissemination
- Maximize the website as a creative marketing tool
- Continue to strengthen relationships with campus constituencies

Goal 4

Create new promotional materials to support Library initiatives

- Refresh graphic design templates
- Establish a systematic plan for creating promotional materials
- Review marketing materials for improvement on a regular basis

In an era of declining public support and rising costs, the University cannot rely on state support alone. Securing additional financial support may be the new avenue to innovative and progressive library programs.

Initiative Six

The University Library will explore sources of supplemental funding for continuous improvement of services and programs.

Goal 1

Plan development activities to support the University Library

- Create an internal steering group to analyze advancement needs
- Draft a development plan
- Set working time lines for a three-year period

Goal 2

Implement stand-alone giving programs to support Library initiatives

- Create giving opportunities such as buy-a-book or build-a-subject programs
- Develop promotional print and online materials detailing giving options
- Explore the use of online tools for direct giving
- Identify ways to improve library donor stewardship

Goal 3

Investigate new fund-raising approaches

- Seek campus partnerships for collaborative fund-raising and friend-raising activities
- Host promotional events to showcase Library resources and cultivate supporters
- Explore collaborations with community organizations
- Explore grant opportunities for project support

Goal 4

Analyze and improve the role of support groups for optimal public relations

- Review the Friends of the Library organization, including basic mission, operating challenges, and new roles
- Explore online book-selling options
- Analyze docent and volunteer activities

APPENDIX: RESOURCES

Sonoma State University Academic Affairs Strategic Plan

<http://www.sonoma.edu/aa/planning/>

CSU Libraries' Strategic Plan 2005

Advancing Together: 21st Century Strategies for the CSU Libraries

<http://www.calstate.edu/lis/DraftLibPlan.pdf>

Charting Our Future: ACRL Strategic Plan 2020

ACRL (Association of College & Research Libraries) 2004

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Technology Review, April 30, 2005

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University Business, April 2005

<http://www.universitybusiness.com/page.cfm?p=777>



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