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# SSU University Library

## Strategic Plan, 2019-2025

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University Library

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## Mission

The Sonoma State University Library fosters curiosity, critical thinking, and transformational learning. We provide services, spaces, and collections that encourage exploration and engagement with new ideas. We build equity in our community by providing access to resources and creating an inclusive, welcoming environment. We make connections across and beyond the university in order to contribute to the creation and preservation of knowledge and information.



## Vision

Through their engagement with the University Library, learners are inspired, and empowered in their ability to seek and take in information, grapple with it, and create new knowledge. They develop innovative solutions to 21st century challenges with an awareness of the ways in which structures of power, knowledge, and discourse are inextricably woven together with the creation, dissemination, and synthesis of information.

## Values

We support the core values of the profession of librarianship and of Sonoma State University. In addition, we are guided by the values of

- Integrity and respect
- Equity, diversity, and inclusion
- Creativity, curiosity, and critical engagement
- Education and lifelong learning
- Collaboration

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## Strategic Priorities and Goals, 2019-2025

The University Library has identified five areas of strategic importance for the fulfillment of our mission. These strategic priorities provide focus for short- and long-term goals and give direction to our decision-making. The library's strategic priorities support the University's strategic priorities of Student Success, Academic Excellence and Innovation, Leadership Cultivation, and Transformative Impact in a variety of ways.



### Instruction

#### *Supporting SSU Strategic Priorities 1, 2, 3, and 4*

The library's instruction program models academic excellence and innovation and has a transformative impact on student learning. We collaborate across the institution to develop and support information-literate learners who can discover, access, and use information effectively for academic and professional success, research, and lifelong learning. We partner with instructional faculty to embed information literacy learning outcomes into curricula, courses, and assignments and provide appropriate and timely instruction in a variety of contexts.

1. Develop a comprehensive and systematic information literacy plan in the general education program and in the majors.
2. Assess local information literacy practice to improve existing programs and create new opportunities.
3. Develop tested strategies for collaborating with program faculty to integrate information literacy in the majors and in key academic programs.
4. Increase awareness among faculty, students, and administrators of information literacy and its benefits and importance to academic success.

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## **Collections**

### *Supporting SSU Strategic Priorities 1, 2, and 4.*

The library's physical and electronic collections, including open access and special collections, are engaging and accessible, and showcase diverse voices and perspectives, providing opportunities for transformative learning. We provide materials to support the research needs of students, faculty, staff, and the wider community. We support discovery and exploration through technological innovation and effective organization of information. We provide access to resources that can lower the cost of college for students, directly contributing to student success.

1. Develop and implement a sustainable plan for reviewing collections in order to align spending with budget, ensure a fair allocation of funds across disciplines, and provide curriculum support.
2. Explore options for developing, managing, and highlighting collections, including our unique Special Collections and open access resources, in new and innovative ways; make these collections more visible and accessible in the library's physical and digital spaces.
3. Optimize library systems and workflows to provide effective discovery and access to library resources in all formats.

## **Space and Technology**

### *Support SSU Strategic Priorities 1, 2, and 4*

The library's study and learning spaces and its technology services are critical to student success. The library creates and maintains student-centered spaces in the library that enable a variety of learning activities and events and that can serve as a lab for learning, reflection, and knowledge creation. We design pedagogical spaces to support learning and research, and ensure suitable conditions and a clean and inviting space to support the needs of the community. We maintain a reliable and robust technology infrastructure that empowers our students and other users with equitable access to traditional and emerging technologies.

1. Work with the SSU community to develop a plan for improvements to the library facility, including core infrastructure updates and enhanced student study and work space.
2. Create a strategic technology plan to sustain and improve services and infrastructure; focusing on the user experience, equity of access to resources and services, and promoting academic excellence, innovation, and collaboration
3. Engage with the campus partners, academic programs, and external community to curate exhibits and cultural programming that align with and are integrated into the university

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curriculum.

4. Identify and implement ways to support student needs for study spaces during the Stevenson remodel project.
5. Conclude the library design process begun under the last strategic plan and use the results to plan the Library's revitalization for 2022-2025.

### **Services and Outreach**

#### *Supporting SSU Strategic Priorities 1, 3, and 4.*

We provide excellent and approachable support and learning opportunities at every library service point and within the broader Sonoma State University community. By providing effective services and targeted outreach, we contribute to student recruitment, retention, time to degree, and academic success, and we demonstrate our commitment to a student-centered approach.

1. Identify social justice issues and identities resonating among students and find ways to support their exploration of those issues and identities.
2. Find ways to engage with students to reduce library anxiety and to increase awareness of the ways the library can support students in their academic careers.
3. Identify core needs of students so we can continue to provide meaningful services during the Stevenson remodel and library revitalization projects.
4. Establish an affordable learning strategy that supports student learning and faculty pedagogical needs.
5. Collaborate with campus partners to support innovative, high-quality academic programs that support critical thinking, experiential learning, active learning, creativity, innovation, and cross-disciplinary collaboration.
6. Build up staff and student assistant ability to provide front line services by providing regular training and frequent information about student needs.

### **Organizational Effectiveness**

#### *Supports SSU Strategic Priorities 1, 2, 3, and 4.*

We define, develop, and measure outcomes that contribute to institutional effectiveness and apply findings for the purposes of continuous improvement. We engage in internal and campus decision-making to inform resource allocation to meet our mission effectively and efficiently. We demonstrate responsible stewardship of university resources. We engage the campus and broader community through multiple strategies in order to advocate, educate, and promote our value.

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1. Develop and continue to refine assessment plans and processes across library program areas.
  2. Optimize data gathering processes and systems across all functional areas in order to develop and maintain a body of evidence that allows us to document successes, share our results, and make improvements.
  3. Identify the most effective ways to communicate the value of the University Library to the SSU community, the broader North Bay philanthropic, business, and government communities, and stakeholders in the CSU system.
  4. Establish a strategic framework for philanthropy and sponsored research.
  5. Provide opportunities for library faculty and staff to engage in ongoing professional development, research, and scholarly activity.
  6. Diversify our faculty and staff ranks, and ensure all faculty, staff, and managers are well-positioned to support SSU's multicultural communities.