

Ready for Transformation

SJSU King Library's Five Year Strategic Plan

Mission Statement

San José State University (SJSU) King Library brings people, ideas, and information together through its spaces, resources, and expertise to facilitate community building, innovation, and knowledge creation.

Vision Statement

SJSU King Library is a vanguard developer of innovative services, spaces, and collections that inspire a globally impactful community of university leaders and scholars.

Inside the King Library and Beyond

King Library is the gateway to student and faculty teaching, learning, research, scholarship, and intellectual and technological innovation. The library is an inclusive space that offers San José State University students, faculty, staff, and the San José community a depth and breadth of services and resources to support a lifetime of learning and engagement. Through its collections, expert personnel, technology, and spaces both physical and virtual, the King Library provides students and faculty with collaborative experiences and services that can adapt to their learning, teaching, and research needs.

We Believe in Diversity and Inclusion

King Library is inclusive and welcoming of all communities, and continuously strives to provide a safe and healthy space for our University community and the greater San José community, and to ensure that our communities' voices are heard and respected.

We Believe in Teaching

King Library supports students and faculty with in-person and virtual information literacy instruction, award-winning online tutorials, personal research assistance, and over 200 online research guides. In partnership with California State University (CSU), the library leads the SJSU Affordable Learning Solutions initiative, in which librarians work with faculty to develop and adopt low-cost or open educational resources as alternatives to expensive textbooks. The library's physical and digital course reserves further promote student access to critical course materials.

We Believe in Research

King Library offers students and faculty premier resources and support for every stage of the research lifecycle. SJSU ScholarWorks disseminates and promotes student and faculty

research worldwide, increasing the impact of SJSU scholarship while strengthening our University's commitment to Open Access. King Library continues to invest in print and electronic manuscript collections and has joined with the other 22 CSU libraries to establish CSU+, an academic-only resource-sharing consortium that provides SJSU users with access to 29 million titles. King Library also provides access to over 400 electronic databases and thousands of electronic journal titles. The newly hired Collection Strategy Librarian exemplifies a commitment to the continued development of a diverse collection to support the research and scholarship of SJSU. Cognizant of the growing need for data literacy and support, the library has hired a Data Services Librarian as the first step in building a suite of comprehensive services focused on data discovery, analysis, and management. The King Library also assigned a Research Impact Librarian to improve Research, Scholarship and Creative Activity (RSCA) awareness and implement strategies to increase and assess the impact of the University's research output. King Library continues to develop multidisciplinary research spaces to encourage collaboration across disciplines.

We Believe in the Power of Technology

King Library stands at the forefront of innovative technology implementation, integration, and access. To create a digital literacy and media creation ecosystem for our students, the King Library has built a complementary suite of technology-enabled spaces; a Student Technology Training Center; a presentation practice room that offers our students a space to practice, record, and perfect their presentations; and a sound studio to record music, podcasts, and voice-overs for multimedia projects. Library patrons use our Materials Library to explore 500 different cutting-edge, sustainable materials for new products and fabrication processes. Students envision innovative products and industries in our prototyping lab and incubation spaces with design and fabrication tools such as 3D printers, laser cutters, and advanced circuit and electronic kits. The latest devices, including high-end laptops (19,760 check outs in 2017-18), tablets, digital cameras, and microcontrollers are available to borrow at Student Computing Services (SCS). SCS also offers peer mentoring for electronic and mechanical projects. Students and faculty are able to experiment with and design their own Augmented and Virtual Reality projects using the King Library Experiential Virtual Reality (KLEVR) Lab.

We Believe in Connection

King Library promotes collaboration across disciplines by hosting and co-hosting a variety of programs such as Affordable Learning Solutions workshops, faculty development, exhibits, the University Scholar Series, and the Author & Artist Awards. The Africana, Asian American, Chicano and Native American Studies Center (AAACNA), SJSU Special Collections and Archives, and the Jennifer and Philip DiNapoli Gallery host and co-host exhibits that highlight history and cultural heritage. King Library offers multidisciplinary spaces to facilitate interdisciplinary research and community building, such as the Grad Lab for graduate students, the Hub, a collaborative space designed by students, the lower level incubator space, and the Spartan Floor as well as partners with the Writing Center, the Ira F. Brilliant Center for Beethoven Studies, and the Martha Heasley Cox Center for Steinbeck Studies to provide students a multitude of learning opportunities within the King Library. In response to student need and requests, the library implemented late-night study hours and late-night tutoring

programs, the latter targeting high-failure-rate courses; during the 2018-2019 academic year, 2,537 students dropped in to get tutoring in these courses. Students rely on the King Library's late-night study hours, when the library is open 24 hours from Sunday through Thursday. Over 14,000 students visited the library at least once in the late-night hours during the spring semester of 2018.

King Library plans and hosts multiple outreach programs, including freshman and transfer student orientation, and promotes services across campus, both online and in person. King Library has the space for the campus to collaborate, celebrate, and create not only great memories and moments, but innovative solutions to our most pressing challenges.

SJSU is transforming. King Library is ready.

San José State University is embarking on exciting changes in Transformation 2030, the University's strategic plan, and we are ready for them. In the past year, SJSU created both a College of Graduate Studies and a Vice President for Research and Innovation position. The University also developed an assigned-time program to facilitate faculty research, scholarship, and creative activity. SJSU is investing in its transformation from a teaching university to a teaching and research university.

The King Library will take a key role in this initiative by developing a robust multidisciplinary research space to assist faculty and students throughout the research cycle — from inception of ideas to dissemination of research for global impact. The King Library plans to support those activities with scholarly collections, publishing support, open access development, and by developing programs to help undergraduate and graduate students explore their research potential. The King Library recently launched the SJSU Library Research Scholars program, which pairs three student fellows with librarian mentors to explore King Library's collections. Students learn valuable research practices and connect their learning to the library's diverse digital and physical collections. The intention is to invite more students into this program in the future.

The King Library will prepare to support multidisciplinary digital scholarship, from hosting research data to creating data visualization spaces to providing expert assistance with data-intensive applications such as Geographic Information Systems (GIS). The addition of a University Archivist to King Library will allow the implementation of a collaborative record management plan for SJSU, ensuring that our institutional history is collected and preserved. The King Library will develop partnerships and spaces to support the incubation of ideas from campus researchers and community stakeholders to develop new products and business plans by using library resources and local expertise. With the development of an inclusive communication plan targeting campus and external stakeholders, the King Library will improve accountability and cohesion.

King Library is committed to advancing this bright future.

Our Strategic Process and Plan

The King Library continues to align our goals with those of SJSU. SJSU strategic goals for Transformation 2030 are as follows:

Engage and Educate

Be a university of first choice where we bring together exceptional people — students, faculty and staff members, and our community — to do extraordinary things with their lives as learners, creators and champions.

Excel and Lead

Be a leading academic institution where faculty and staff members and alumni are regional, national and global leaders in their fields.

Grow and Thrive

Be an inclusive, welcoming and well-balanced community and institution that ensures long-term financial sustainability and effectiveness and also attracts, retains and sustains faculty and staff members and students.

Connect and Contribute

Be an engaged and dynamic urban university with strong connections locally and globally.

Rebuild and Renew

Be a flourishing, modern campus with state-of-the-art infrastructure, campus spaces and technology to support learning, research and community.

King Library is powered by our personnel, which includes six administrators, 35 faculty, 42 staff members, and 86 student assistants — the library is the largest employer of student assistants on campus. They are the Spartans who strive for student success every day on all nine floors of the Dr. Martin Luther King, Jr. Library. Their expertise, ideas, and commitment to excellence and innovation are important. Thus, an inclusive brainstorming session for all library staff and faculty was facilitated to initiate the strategic planning and goal-setting process.

On **June 15, 2018**, King Library hosted a retreat with all faculty, staff, and administrators to discuss library values and to create a new mission and vision statement.

On **July 11, 2018**, King Library brought together our University Library Leadership Team to discuss the opportunities that face the library.

1. The University is working towards the R2 Carnegie classification

2. The library can use/take advantage of the skills of our students as they prepare to work, create, and lead in Silicon Valley
3. The University is developing a new strategic plan
4. The University senior leadership is planning to devote significant resources to supporting both faculty and student RSCA

On **August 7, 2018**, King Library brought all library employees together again to discuss the process for creating the library strategic plan, including the alignment of our goals with the University's and the composition of our goal teams.

On **September 7, 2018**, King Library gathered all the strategic planning goal teams together for a retreat in the student union and presented them with the charge to draft a narrative for each goal, including how it aligns with what we have done in the past, evidence of need, the benefits of achieving the goal, and a literature review of best practices. After they completed their narratives in November 2018, the teams took the information from a survey sent to all employees, and in January 2019 developed a list of specific, measureable, achievable, relevant, and time-oriented objectives (S.M.A.R.T).

On **February 4, 2019**, the strategic planning team met to review and modify the objectives.

On **February 28, 2019**, the strategic planning team met again to map out the plan for implementation of each objective and decide who would be responsible for the success of each goal.

From Spring 2019 to 2025, the King Library is dedicated to fulfilling our promise to support the University in existing and new directions. The goals encompass our vision and our action plan identifies our objectives.

Our Goals and Objectives for Change

1. Increase the research and leadership opportunities for students through enhanced services and spaces.

Our Objectives

- Integrate the library into the University's current student research program;
- Implement a library-led student research program;
- Establish services that support student digital scholarship;
- Establish a library ambassador program to increase peer-to-peer engagement in the library; and
- Improve the first-floor experience for students.

2. Facilitate inclusive, forward-looking faculty research with premier services, technology, collections, spaces, and expertise.

Our Objectives

- Establish a multidisciplinary research space that accommodates and promotes research, teaching, and scholarship;
- Invest in open access and open educational resources;
- Establish a faculty research and publishing support unit;
- Perform a faculty citation analysis that will inform collection strategy; and
- Improve usability of the library website to better connect faculty to library resources and services that support teaching and research needs.

3. Enhance the quality of life for the University community, starting with the employees of the library.

Our Objectives

- Strengthen communications among library employees;
- Establish a professional development council that engages employees in continuous improvement (assessment);
- Enrich the working climate in the library;
- Foster an inclusive library environment and infrastructure where diverse populations can flourish; and
- Maintain a safe and healthy library for the University and San José community.

4. Build strong connections across the University and global community.

Our Objectives

- Increase collaborative programming with San José Public Library;
- Increase collaborative programming within the University;
- Engage alumni, community donors, and organizations that enhance the excellent work of the library;
- Showcase University RSCA output on the first floor of the library; and
- Increase collaboration among library staff and faculty.

5. Embody agile and adaptable operations to meet our University's changing needs.

Our Objectives

- Conduct ongoing organizational reviews (establish an organizational review team) focused on library improvement;
- Implement a Plan-Do-Check-Act (PDCA) cycle within the library assessment plan focusing on gaps; and
- Develop and implement a Professional Development Plan.

Our Implementation Plan

The strategic planning committee has identified responsible groups to guide the plan for the future. The King Library has undergone significant reorganization to develop new ways to support our students', faculty's, and campus community's teaching, learning, scholarly, and research needs. The King Library is ready for transformation.