Kelvin Smith Library (KSL) Strategic Plan: 2011-2013
Approved: 21 April 2011

Context

A major underlying principle of this strategic plan is to highlight objectives that represent either entirely new activities for the Kelvin Smith Library (KSL), or ones in which a substantial redirection of effort is required. Although continuing activities do not appear in the objectives, there are some broad commitments that are bedrock principles upon which we base all KSL services. In particular, KSL will continually: (1) build and maintain strong scholarly information resources; (2) foster faculty and student engagement and productivity in their intellectual pursuits; (3) provide high quality services for our faculty, students and staff; (4) work collaboratively with on-campus and external partners to maximize the availability of information, and (5) grow our vibrant commitment to inclusion and diversity in our programs, services, and staffing.

Mission

KSL is the knowledge and creativity commons of CWRU.

Vision

KSL will be the information laboratory for knowledge collection, connection, creation, and curation.

Values

The following are KSL values that complement the CWRU values of academic excellence and impact, inclusiveness and diversity, Integrity and transparency, and effective stewardship:

- openness
- collaboration
- personalized service
- agility and innovation through experimentation

Goals and Objectives

**KSL Objectives: Impact.** The following KSL objectives advance the CWRU Goal 1 of “seeking to strengthen our reach in education, research, scholarship and other forms of discovery, CWRU will advance our academic programs to increase impact [through] enhanced research and discovery, alignment of the educational programs to prepare students for the 21st century, and enhancing the international character of university.”

**I.1 - Understand CWRU Community Interests and Needs.** Transform the design and delivery of KSL services by systematically engaging in research to understand the changing needs and scholarly behaviors of faculty, undergraduate and graduate students, and by customizing services to accommodate differences among these groups.
I.2 - Expand the Availability of Scholarly Content. Ensure that KSL is the trusted campus source for procuring, preserving, and delivering scholarly information by:

- identifying future research needs and developing a multi-year plan to provide the books, journals and other information resources to ensure that KSL’s support of research is commensurate with that of the best practices of academic research libraries (including in support of University international and interdisciplinary initiatives);
- expanding the core of information housed or fully accessible on campus as CWRU is particularly vulnerable to the likely reduced ability of OhioLINK to provide CWRU with the level of research collections required for excellence;
- developing, in consultation with faculty, comprehensive principles to govern the preferred formats for the acquisition, retention and storage of library materials, with particular attention paid to publication periodicity and the diverse needs of different academic disciplines;
- creating a new library materials allocation formula for KSL library materials that is fair and transparent, and that recognizes changes in scholarly publishing and the use of these materials at CWRU;
- examining and recommending actions to further the adoption of Open Access by the CWRU community;
- expanding the scope of special collections with a focus upon University areas of strength that support the curriculum and research of CWRU faculty and students; and,
- exploring opportunities to grow the use of the archival materials by faculty, students and staff through increased marketing of available collections, and by expanding access and preservation through digitization of both born-digital and printed materials (e.g., in science, technology, and medicine, as well as industrial, urban, ethnic, cultural and immigration history).

I.3 - Define and Deploy a Digital Learning and Research Strategy. Engage in campus and external partnerships to define and deploy a strategy that integrates KSL services for digital learning and scholarship that: (a) is built upon a strong technological infrastructure and embedded personal support for faculty and students; (b) provides a data management plan – including a data repository and curation services – that will fully accommodate the data management requirements for federally-funded research; and (c) provides a unified information chain for faculty and students beginning with topic identification, and advancing through digital investigation methodology, content creation, and communication.

I.4 - Increase Student Fluency in Knowledge Discovery and Processing. Engage in a strong partnership with faculty to develop an innovative new information literacy program that: (a) provides students with instruction at the point of need; (b) effectively employs a combination of pedagogic techniques (e.g., live presentation, self-paced learning units, recorded instruction); (c) enhances the ability of undergraduate and graduate students to comprehend and integrate diverse information resources, and thereby contribute to their ability to create new knowledge and engage in lifelong habits of the mind; and, (d) demonstrates value through a strong outcomes-assessment component.

I.5 - Become the Campus Destination for Intellectual Pursuits. Advance student, faculty and staff recruitment and retention by:

- creating a comprehensive and flexible strategic program to meet the specialized needs of each key client constituency;
- engaging with faculty to create programs and platforms to foster scholarly exchange among diverse members of the university community, and with colleagues nationally and internationally;
- reinvigorating KSL as a physical and virtual destination for faculty, students and staff through the creation of inviting collaborative and individual learning and research spaces; and,
- creating new service delivery models.
**KSL Objectives: Diversity**  The following KSL objectives advance the CWRU Goal 2 of Diversity: “Through the promotion of cultural understanding, recognition of excellence and attraction of an outstanding student, faculty and staff base, CWRU will develop a strong, vibrant, diverse university community [by] recruiting, retaining, and developing outstanding students, promoting diversity, recognizing and rewarding excellence among faculty and staff, and making the campus more vibrant.

D.1. – **Define Services and Information Resources to Support Global Diversity.** Advance the international initiatives of the University by providing robust information resources and support for globalization activities, both for CWRU faculty, students and staff who are working abroad, and for international students who are studying at CWRU.

D.2. - **Promote Collaborative International Content Development.** Position CWRU to influence the economic models affecting trade publications and scholarly content by participating in collaborative global information developments that cultivate contributions from global partners (from both developed and developing countries) to expand the global availability of information.

**KSL Objectives: Community.**  The following KSL objectives advance the CWRU Goal 3: Community: “Expand and deepen relationships with the larger community [through] better engagement of alumni, partnerships with and for the University Circle, Cleveland, and Northeast Ohio, and strengthening relationships with state and federal stakeholders.

C.1 – **Strengthen Content Partnerships.** Strengthen OhioLINK, UCI and other library partners to ensure the continued availability of digital and print information resources of value to the CWRU community.

C.2 – **Alumni and Community Engagement.** Undertake a comprehensive strategic review and articulate a plan as to how KSL will support alumni, and the extent to which KSL can and should support the larger Cleveland community.

**KSL Objectives: Integrity and Transparency.**  The following KSL objectives advance the CWRU Goal 4: Integrity and Transparency: “Realizing our goals requires significant improvements in our ability to assess our academic programs, track our finances and provide high-quality service to students, staff, faculty and alumni. [We will]: define performance indicators, and strengthen systems for monitoring and evaluating learning outcomes; improve internal customer satisfaction with administrative services; improve resource allocation and ensure accountability; identify innovative sources of revenue; implement best operational practices; and, initiate a major capital campaign

T.1 – **Service Assessment and Accountability to the CWRU community.** Continually assess and report upon KSL’s progress to implement best management practices, including identifying and reporting measures of success that are important to the university community.

T.2. – **Build a KSL Development Program.** Ensure the financial sustainability of KSL by establishing a development program, including articulation of major gift priorities and goals, the development of persuasive case statements worthy of prominent participation within the University Capital Campaign, and the initiation of a systematic program to cultivate potential donors.
Appendix: Visualization of KSL Strategic Plan

This visualization is provided to show the relationship of the mission, vision, values and objectives contained in the plan. It is neither a summary of nor a replacement for the full plan.