Transcending Borders:
The San Diego State University
Library Strategic Plan, 2022 - 2025

SDSU | University Library
Introduction

San Diego State University (SDSU) is committed to a mission that includes providing transformative educational experiences to students across the greater San Diego and U.S. – Mexico border regions, supporting ground-breaking research addressing complex problems facing our local, state, national, and global communities, and promoting engagement with the diverse community of San Diego and Imperial counties to ensure the broadest access to higher education and opportunities for lifelong learning. The University Library is an essential feature of the educational landscape at SDSU and across the region, whether that education is being pursued in the classroom, across the campus, in the community, or through an increasing array of digital means.

The University Library’s strategic plan complements and extends the impact of the university’s strategic plan, “We Rise, We Defy: Transcending Borders, Transforming Lives,” and reflects the university’s established “Principles of Community,” which include commitments also shared across all libraries to diversity, intellectual freedom, and social responsibility. Our plan also complements the commitment to diversity, equity, inclusion, and social justice found in the Library Diversity Plan.

We have chosen to echo the university’s goal of “transcending borders” in the title of this plan owing to our core commitment to understanding the work of a library as one that transcends intellectual borders, fosters communication and collaboration across organizational and disciplinary borders, and embraces an unbounded vision for collections and services reflecting the university’s ambition to establish its place as a global institution of higher education resident on the borderlands.

The University Library strategic plan was developed with input from library faculty, staff, and stakeholder communities by its Strategic Planning Steering Committee: Adam Burkhart (2020-22), Amaya Childess (2020-21), Erika Esquivel (2020-22), Margaret Henderson (2020-22), Kate Holvoet (2020-22), Lisa Lamont (2020-22), Amanda Lanthorne (2020-21), Patrick McCarthy (2020-22), Devan McGirr (2022), Brian Moore (2020-22), and Scott Walter (Chair) (2020-22).

Mission

The University Library enriches and extends the distinctive opportunities for learning, scholarship, and engagement at San Diego State University by building and providing access to collections, services, and spaces that fuel the innovation and impact characteristic of a public research university serving a diverse community on the border of the United States and Mexico.

Vision

The University Library promotes innovation in learning, scholarship, and creative activities at San Diego State University and is committed to supporting and sustaining critical information literacy and social justice as indispensable components of a free and informed democracy. The University Library is an essential partner with campus colleagues in curricular and co-curricular endeavors and collaborates with cultural heritage organizations in San Diego and around the world to design and implement inclusive practices in the stewardship of collections and provision of services.
Values

We, the employees of the San Diego State University Library, are guided in our work by a shared belief in the core values of librarianship as well as by the SDSU Principles of Community that reflect our distinctive commitments as a community engaged, border-connected Hispanic-Serving and Asian American and Native American Pacific Islander-Serving Institution located on Kumeyaay land. These include:

- Collaboration
- Community Engagement
- Creativity and Curiosity
- Diversity, Equity, Inclusion, and Accessibility
- Intellectual Freedom
- Innovation and Experimentation
- Lifelong Learning
- Service
- Social Justice
- Stewardship
- Sustainability

Land Acknowledgement

For millennia, the Kumeyaay people have been a part of this land. This land has nourished, healed, protected and embraced them for many generations in a relationship of balance and harmony. As members of the San Diego State community we acknowledge this legacy. We promote this balance and harmony. We find inspiration from this land; the land of the Kumeyaay.

For more information on the San Diego State University Land Acknowledgement, please visit: https://sacd.sdsu.edu/diversity-resources/land-acknowledgment

Strategic Priorities, Initiatives, and Goals

The San Diego State University strategic plan identifies 5 priorities that include initiatives and goals to which the University Library may contribute in distinctive ways. The library-wide initiatives and goals included in this plan are designed to complement, extend the reach, and enhance the impact of university-wide efforts while also recognizing the opportunities and challenges characteristic of the evolving environment for library collections and services emerging in the wake of the COVID-19 pandemic.

Throughout the initiatives described below, there is a small number of larger themes around which much of our investment of time and resources will revolve:

- Building research collections and services that support the university’s expanding research portfolio and graduate education programs;
• Establishing a consistent and collaborative model for library services across academic program sites;

• Contributing to international initiatives and global education programs; and,

• Serving as an essential provider and resource for information literacy instruction and assessment of the impact of library services on student success.

Goal 1: Becoming a Premier Public Research University: A New Kind of HSI

In order to support the university’s goal of establishing itself as a premier public research university where excellence in teaching, research, and creative activity support both the California State University mission of providing broad access to higher education as well as SDSU’s distinctive character as a Hispanic-Serving and Asian American and Native American Pacific Islander-Serving Institution located on Kumeyaay land, the University Library will:

1.1 Conduct a benchmarking exercise against peer and aspirational institutions to assess the library’s ability to support the growing “research infrastructure” required to support the university's goal of achieving R1 status, including collections, services, and staffing;

1.2 Establish a sustainable approach to scholarly communication services inclusive of educational programs, a robust institutional repository promoting discovery and use of scholarship conducted at SDSU or by SDSU-affiliated investigators and authors, and support for authors pursuing open access publishing options requiring funding for article processing or monograph publication;

1.3 Establish a sustainable approach to research data services in the library and robust partnerships with the Division of Information Technology and the Division of Research and Innovation to promote curation, discovery, dissemination, and use of data created by SDSU faculty, staff, and students;

1.4 Identify opportunities for investment of one-time funds into library collections designed to meet the needs of new Ph.D. programs while identifying needs for targeted investment of recurring funds necessary to support students and faculty in these programs;

1.5 Assess capacity to provide a full range of research support services for emergent initiatives in SDSU Imperial Valley and SDSU Mission Valley;

1.6 Collaborate with campus colleagues to document, describe, and promote discovery of artwork held as part of university collections; and,

1.7 Promote further development of SDSU-wide academic initiatives in which the University Library is a core partner, including the Digital Humanities Initiative and the Center for Comics Studies.

Goal 2: Resilience: Designed to Thrive

In order to promote innovative and sustainable practices in the design and delivery of library services and the management and use of library collections, spaces, and technology, the University Library will:

2.1 Pursue opportunities to establish or enhance resource-sharing agreements, open access agreements, and shared-storage agreements promoting barrier-free access to information resources and/or sustainable access to print and digital collections, as well as open scholarship programs that expand access to scholarly materials for SDSU students and faculty;
2.2 Explore opportunities for delivering credit-bearing courses, workshops, or credentials under a “library” course designation that would allow for the development of revenue-generating opportunities;

2.3 Pursue opportunities for philanthropy and external grant funding in areas of strategic interest, including distinctive collections as well as cross-college initiatives such as Comics Studies, Digital Humanities, Health Sciences, and International engagement;

2.4 Expand online and hybrid library service programs to enhance access to library resources and services in a sustainable manner;

2.5 Establish a long-term plan for the expansion and enhancement of space employed for the curation and long-term storage of library collections;

2.6 Complete a strategic hiring plan identifying needs and priorities for staff positions across all library units; and,

2.7 Partner with campus and community partners to identify ways in which the University Library can contribute to San Diego and/or San Diego State University sustainability initiatives and goals.

**Goal 3: We Are SDSU**

In order to promote the shared missions of learning, scholarship, and engagement by San Diego State University across multiple campuses and academic program sites (physical and digital), the University Library will:

3.1 Conduct a benchmarking study of awareness of, and access to, library resources and services across stakeholders at different academic program sites to determine areas of emphasis for promotion of equitable access;

3.2 Establish a consistent “University Library” brand and staffing model for library services delivered across multiple SDSU sites to promote awareness and equitable access to library resources and services for all students;

3.3 Collaborate with campus and CSU colleagues to promote continued development and adoption of open educational resources for use in SDSU coursework;

3.4 Provide support to campus colleagues in the design and delivery of foundational library resources and services to emergent programs at the undergraduate and graduate levels, including identifying areas for necessary investment in those resources and services;

3.5 Collaborate with the Aztec Identity Initiative, Office of International Affairs, and related units to establish a plan for library contribution to international initiatives, including global education and international research partnerships;

3.6 Collaborate with campus and community partners to establish a plan for SDSU Mission Valley library services (and other sites, as appropriate) that complements the distinctive blend of educational programs, research initiatives, and public engagement available at each site;

3.7 Establish a special collections and university archives collection at the SDSU Imperial Valley Library;

3.8 Develop a “one-stop” portal promoting access to library resources and services to SDSU Global Campus students and faculty;
3.9 Extend digital humanities programming across SDSU academic program sites, including Imperial Valley and Mission Valley; and,

3.10 Collaborate with the University History Curator to support campus and community programming around the 125th Anniversary of San Diego State University.

**Goal 4: Equity and Inclusion in Everything We Do**

In order to promote our shared commitment to equity, diversity, inclusion, and social justice in teaching, learning, scholarship, and community engagement at San Diego State University, the University Library will:

4.1 Collaborate with SDSU and CSU colleagues to assess the need for additional investment in library resources necessary to support Ethnic Studies initiatives across the state;

4.2 Collaborate with campus colleagues to design and deliver “Digital Ethnic Studies” programs as part of the Digital Humanities Initiative;

4.3 Complete one or more equity audits of library collections in selected areas and make investments in those areas, as appropriate, to promote inclusive representation of scholarship available through the library;

4.4 Establish and implement collection development plans for materials representing the Indigenous languages of California, Mexico, and Latin America;

4.5 Collaborate with campus partners to promote more inclusive spaces in the library;

4.6 Collaborate with campus and community partners to design, implement, or enhance library services and spaces that complement or enhance access to SDSU “resource center” programs, e.g., Latinx Resource Center, Women’s Resource Center;

4.7 Strengthen primary source collections related to Native Americans and Aztec identity in Special Collections and University Archives;

4.8 Identify and implement inclusive approaches to the description of materials available in library discovery platforms;

4.9 Review and revise collection development policies for Special Collections and University Archives to promote stronger focus for student, faculty, and donor engagement with distinctive collections documenting regional border history and culture in an inclusive manner;

4.10 Collaborate with campus colleagues to adopt appropriate protocols for culturally responsive care and use of Indigenous archival materials across the university; and,

4.11 Collaborate with campus colleagues to establish and implement a plan for integrating multiple languages into library signage and the library web presence.

**Goal 5: Students at our Core**

In order to support innovation and excellence in undergraduate and graduate education at San Diego State University, as well as opportunities for transformational learning experiences in the classroom, across the campuses, and throughout the community, the University Library will:

5.1 Collaborate with colleagues in Academic Affairs and Student Affairs to integrate library resourc-
es and services into academic advising programs and other student success initiatives;

5.2 Collaborate with the Center for Teaching and Learning and Instructional Technology Services to provide faculty development opportunities in areas such as information literacy, data literacy, and primary source literacy, and to assess the impact of these programs on instructional innovation and/or assessment of student learning;

5.3 Collaborate with Instructional Technology Services to assess and improve library instructional spaces to promote active and inclusive approaches to teaching and learning;

5.4 Collaborate with the College of Graduate Studies to identify needs and opportunities to establish or enhance library spaces and services responsive to the needs of graduate students;

5.5 Collaborate with campus and community partners to provide access to library resources, services, or expertise, as appropriate, through community engagement activities

5.6 Collaborate with partners in the cultural heritage sector to develop shared programs and initiatives and/or to provide field experiences as part of Library and Information Science education;

5.7 Invest additional library resources into campus and consortial programs promoting the creation, discovery, and use of open educational resources in support of state-wide educational affordability initiatives;

5.8 Establish a model for identifying and assessing student learning outcomes associated with library employment; and,

5.9 Increase access to high-quality library spaces for individual study, group study, and other student needs.

The Library Strategic Plan is meant to be a “living document” that allows us to prioritize existing efforts or to identify new opportunities for impact based on continuous engagement with library stakeholders and university leadership. The goals and initiatives enumerated above will be regularly reviewed for progress, necessary additional resources, and opportunities for revision in light of changes in the library, SDSU, or CSU environments.