Gateway to the World's Information

Nelson Poynter Memorial Library
University of South Florida St. Petersburg
Strategic Plan 2010 - 2014

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With the input of all faculty and staff
of the Nelson Poynter Memorial Library

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Letter from the Dean of the Library

Education is changing dramatically and quickly. Technology has invaded every aspect of our lives and is changing the way that people interact with each other and with information, with an increasing use of mobile technologies. There is a growing emphasis on digital resources that are available when and where people want them, requiring not just reliable technology, but also training for people to be able to verify the reliability of the information presented and to understand the legal environment for using it properly. There are more online and distance courses (over one-quarter of USFSP's student credit hours are currently generated through online courses) that require not just high-end technology but also careful attention to pedagogical methods to ensure a quality experience for students. There is greater collaboration among students, requiring new technologies and redesigned spaces for students to work together effectively. The growing interdisciplinary nature of teaching and research requires not just well-selected information resources, but also collaborative work spaces and effective technology supported by a well educated and trained cadre of library staff. To stay abreast of changes and be competitive in today's world, there is a recognized need for lifelong learning and the skills that individuals need to identify and pursue ongoing learning opportunities. The world in which we live and work is more diverse ethnically, linguistically, culturally, by age, or according to special physical needs, mandating that we be sensitive and responsive to the special needs of our increasingly varied group of students and faculty. The expectations of the university community are growing, with an emphasis on strong customer service, fast response, and the ability to customize every experience.

At a time when the academic and the information environments are evolving so rapidly and continuously, the Nelson Poynter Memorial Library is uniquely qualified to support the changing information, instruction, and research needs of the entire USFSP community. Rather than seeing ourselves as gate-keepers of the world's information, we strive instead to be the gateway, working hand-in-hand with students and faculty and leading them on the path to finding, evaluating, utilizing, creating, and preserving the information and data resources that they need to be successful in life. With hundreds of years of collective experience, a commitment to our own ongoing professional development and education, an aggressive program of research and assessment of services, and a dedication to anticipating the needs of our community, we strive to be the cornerstone of the academic experience of the University of South Florida St. Petersburg.

At the same time, financial resources are tight and demands for accountability are growing. The Library's operating, staffing, and collections budget have remained stagnant or have decreased for a number of years, in spite of the fact that student enrolments have increased. The immediate financial future is not promising, with the loss of federal stimulus money that had subsidized several library positions for two years and with the university facing budget cuts from the state. More than ever, we need to be good stewards of the resources we have and we need to partner with the broader community if we are going to achieve our goals of serving the students and faculty of USF St. Petersburg.

In this context, the Library undertook a comprehensive strategic planning process in the fall of 2010 to take stock of where we were, reflect on where we wanted and needed to go, and plan for the future. We invite you to reflect with us and join us on our path forward.

Carol Hixson, M.S.

Executive summary

Between September 2010 and October 2011 there have been discussions with faculty and Deans of the three Colleges, with an external consultant, and among all library faculty and staff, resulting in the following strategic goals, mission, values and vision for the Nelson Poynter Memorial Library.

Strategic Goals

1. Support USFSP's undergraduate and master's level research and instruction by integrating library data and information research skills across the curriculum.
2. Expand and improve the library's collections by collecting, preserving and providing access to diverse resources in all formats.
3. Increase effective use of technology to improve library services and support a collaborative learning environment, including the creation and preservation of digital collections and the expansion of virtual library services, as appropriate.
4. Maximize the use of the physical space to support and enhance services to the USFSP community through creative redesign and regular maintenance of the facility.
5. Facilitate the retention of skilled professional staff and enable them to succeed in meeting the demands of the changing library workplace and in strengthening the Library's participation in and support of the USFSP mission.
6. Continue to champion the advancement of online/distance learning for USFSP through rigorous assessment, professional development, and continuous improvement undertaken in collaboration with the Colleges, individual faculty and external partners.
7. Continue to build partnerships with the external community to maximize opportunities and develop additional resources.

Mission

The Nelson Poynter Memorial Library's mission is to be an active partner in the teaching, research, and learning of the University of South Florida St. Petersburg's students, faculty, and staff. We promote student-centered learning and research in an inviting, creative, and collaborative environment. Our skilled faculty and staff strive to provide our academic community with easy access to high quality information when, where, and in the format in which it is needed. We offer enhanced services and instruction to help students use information ethically, effectively, and efficiently. We provide the skilled leadership needed to preserve the knowledge and institutional history of USFSP. Through strategic community and professional partnerships we expose our campus community to additional resources, new ideas, and innovative opportunities.

Values

- We value the discovery, exchange, and development of ideas in a safe and welcoming environment.
- We value the rights of all individuals to mutual respect and the creation of a learning environment that is inclusive of all.
- We value professional self-reflection leading to an open-minded consideration of the latest and most innovative resources and technologies that are appropriate to enrich the research, preservation, and learning needs of our campus community.
- We value the principles of intellectual freedom and endorse the American Library Association's "Library Bill of Rights," the "Freedom to Read Statement," and the American Library Association's "Freedom to View Statement."
- We value the principle of Open Access to information and support the work of the Scholarly Publishing and Academic Resources Coalition and other international agencies to promote it.
- We value collaboration and creative partnerships for mutual benefit with USF, the Tampa Bay Library Consortium, community groups, and state and national cooperative agencies.
- We value the professional research and service contributions of the Poynter Library faculty and staff to the field of librarianship, the institution, and the academic community and are committed to enhancing the intellectual and cultural life of St. Petersburg and the Tampa Bay region.

Vision

We strive to be the gateway to the world's information, working in partnership with students and faculty and leading them on the path to finding, evaluating, utilizing, creating, and preserving the information and data resources that they need to be successful throughout their lives.

Institutional Background

The University of South Florida St. Petersburg

USF St. Petersburg (USFSP) began in 1965 as an overflow location for USF Tampa. Today it is a separately accredited institution with full membership in the Southern Association of Colleges and Schools (SACS), offering twenty programs at the baccalaureate level and eleven programs at the graduate level in the Colleges of Arts & Sciences, Business, and Education. Enrollment approaches 4,000 St. Petersburg-based students per semester and approximately 6,000 students per semester if the other USF institutions' students taking classes at USFSP are counted. USFSP awards approximately 800 degrees in Arts and Sciences, Business, and Education each year.

The College of Business is accredited by the Association to Advance Colleges and Schools of Business (AACSB) International .The College of Education is approved by the Florida Department of Education and has been accredited by the National Council for Accreditation of Teacher Education (NCATE). Within the College of Arts and Sciences, the Department of Journalism and Media Studies is accredited by the Accrediting Council on Education in Journalism and Mass Communication (ACEJMC) (1)

(1) Taken from the USFSP Strategic plan 2009-2013 available at:
http://dspace.nelson.usf.edu/xmlui/handle/10806/106

Nelson Poynter Memorial Library

A three-story building on beautiful Bayboro Harbor, the 81,000 square foot Nelson Poynter Memorial Library is an ADA-compliant facility that provides an inviting place for research or study, with a variety of individual and group study and meeting spaces. Opened in 1996 to serve a projected student population of 10,000, the building was planned for easy adaptability as technological requirements evolved. It includes facilities for campus media services, a distance learning studio, and a networked bibliographical instruction classroom with projection capabilities. Fifteen group study rooms and a presentation corner with large screen monitors, which may be connected to a laptop computer for group projects, enable students to work together effectively on assignments and presentations. A forty-five-station networked computing information commons with Microsoft Office suite and library-specific applications, an Assistive Technologies Room with specialized equipment and software that facilitates access to library materials and online databases for those with impairments, wireless access throughout, and laptops available for checkout round out the technology tools available to the USFSP community through the Library.

Twenty-one permanent staff (with additional temporary and student staff), including the Dean of the Library and seven full-time librarians, provide a full array of traditional library services. The library staff also provides online/distance learning and classroom technology support, assistive technologies support for special needs students, and campus ID card production. Professional reference assistance is available in person, over email, by phone, and through chat, along with specialized one-on-one research assistance, focused library instruction sessions, and a three-credit library research course offered through the College of Arts &Sciences. In order to meet the needs of a growing student body with no

increase in staffing, paraprofessional staff have been trained to provide basic research assistance and refer patrons to a librarian for an appointment, if more in-depth help is needed. The Poynter Library reference policy states one of the main goals is "to empower users to serve themselves—to select the best material appropriate to their needs and to reject irrelevant material." The Library pursues a varied and comprehensive program of orientation and instruction incorporating Association of College and Research Libraries (ACRL) standards for information literacy and life-long learning.

The Poynter Library houses an extensive on-site collection of over 300,000 items, including books, journals, newspapers, and AV titles that support the educational, research, and service missions of USF St. Petersburg, supplemented by over a million and a half electronic resources available 24/7 through the auspices of a shared agreement with the USF System. Special Collections and Archives, with collection strengths in marine science, local and regional history, and journalism and media studies, also contain the University's official archives. USFSP students and faculty have in-person borrowing privileges at all libraries of the State University System and the state's community colleges, as well as interlibrary loan access to materials throughout North America and the world. Scholars also have access to business and social sciences datasets for conducting primary research. A recently-implemented campus digital archive enables the Library to carry out its archival mission more effectively, as well as to support the growing research and data needs of the University.

As the University moves to an increasingly blended (face-to-face and online) instructional environment, with students able to take a growing number of courses online at their own time and pace, it is the Library that provides coordinated support for online courses at USFSP. Library faculty and staff provide training and assistance in using the System-supported course management system, Blackboard. The Poynter Library's broadcast studio receives and transmits events such as conferences and USFSP credit classes. Digital audiovisual services are provided to faculty, students and staff to develop multimedia packages for teaching, delivery of information, learning and research. Library staff assist faculty in the design, delivery, and maintenance of online/distance learning courses and applications.   Online courses are offered as streaming video or podcasting and use high-speed Internet access to any authorized user with an active e-mail account and Internet access. Three group listening and viewing rooms for all audio and video formats, a graphics lab, digitalization facility, a studio and control room and a production room round out the technology and facilities available in the library to support online learning.

Strategic Planning Process

For two days in September 2010, the faculty and staff of the Nelson Poynter Memorial Library worked with the external consultant, Ted Lay of Ted Lay Solutions http://tedlaysolutions.com/Home.html, to review the library's mission and develop a strategic plan. The College Deans and a number of faculty from the Colleges took part in the process to provide their insights into service needs and expectations for the library. Following the two-day retreat, detailed notes of the discussions were shared with all library staff and an all-staff meeting was held to review the outcomes. Strategic goals were assigned to a small working group to refine the wording and begin to develop plans for implementation.

As we embarked on the strategic planning process for the Poynter Library, we did so within the context of the University's strategic plan, *Points of Focus, 2009-2013* (http://dspace.nelson.usf.edu/xmlui/handle/10806/106).The six points of focus articulated in that

document were: 1) Academic Performance (support and enhance programs that prepare students to be knowledgeable, reflective, and engaged citizen scholars in a global society); 2) Student Engagement (enhance learning and achievement and promote retention through active engagement in curricular and co-curricular programs); 3) Diversity and Inclusion (create a vibrant, inviting, and enriching university community that values and respects all individuals and whose students, faculty, and staff represent the diversity of its region); 4) Research and Creative Activities (support faculty research and creative activities, and engage students in local, national and international scholarship); 5) Environmental Stewardship (foster stewardship of the environment and embody the values of sustainability); 6) Administration and Financial Stewardship (enhance revenue and provide effective and efficient financial management and ensure institutional sustainability.)

Challenges

As part of the planning process we identified the following as the highest impact challenges facing the Library:

- Increased student enrollment and a growing number of College faculty
- Reduced funding resulting in static or decreased staffing, operating budget, and materials budget
- Rapidly changing technology and expectations
- Growing service demands-- including areas not normally handled by academic library staff --which strain a long-time tradition of exceptional services to our users
- Continuing need to clarify roles, responsibilities, and cost sharing between USF Tampa and USF St. Petersburg
- An aging physical facility

Selection Criteria

The discussions identified many possible directions for the library. As we worked to reduce the ideas down to a manageable number, we weighed the different possibilities against the following criteria:

- Cost
- Maximum benefit to patrons and staff
- Supports academic mission
- Student-oriented
- Impact on staff time and effort
- Forward looking
- Meets anticipated needs
- Incorporates technological innovations
- Positions us at the heart of the campus/confirms our leadership role

Strategic Goals

The following goals emerged as the consensus of the faculty and staff of the Nelson Poynter Memorial Library.

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In the year following the strategic planning workshop, a small subset of the Library Leadership Team continued to work on producing a document that could be called a "Strategic Plan." We determined that the previous mission, values, and vision of the Poynter Library no longer reflected who we were or what we were striving to become. With input from other Library faculty and staff, we revised the mission, values, and vision to accompany the Strategic Goals outlined above. Ted Lay of Ted Lay Solutions http://tedlaysolutions.com/Home.html also provided valuable feedback on early drafts of the plan.

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The Future

At least once every year, the Library Leadership Team, in consultation with all library staff, will review progress on the Strategic Goals and generate an addendum. The Library commits to a thorough strategic planning review no less than once every five years. Addenda and new plans will be posted in the USFSP Digital Archive as part of the Library Strategic Planning Materials collection: http://dspace.nelson.usf.edu/xmlui/handle/10806/3301