

KANSAS STATE UNIVERSITY

NEXT-GEN K-STATE LIBRARIES

STRATEGIC PLAN SUMMARY





K-STATE LIBRARIES STRATEGIC PLAN SUMMARY

K-State Libraries will support the university as a next-generation, land-grant library — setting the standard for inspiring learning, creativity, discovery and engagement that positively impacts society and transforms lives in Kansas and around the world.

MISSION

Champion equitable access to resources; teach critical evaluation and research skills; and cultivate innovation, inquiry and curiosity.

VISION

Create a next-generation, land-grant university library.

VALUES

PEOPLE FIRST

We care deeply for the wellbeing of people, reflecting this by supporting our staff and providing our best level of service to the community.

CONFIDENTIALITY AND PRIVACY

We defend the rights of our users to privacy.

BELONGING

We prioritize action that supports diversity, equity, inclusion and belonging (DEIB), as well as accessibility, social justice and community building.

COLLABORATION

We value partnerships in all we do.

EQUITABLE ACCESS

We believe in the power of access to information resources, innovative tools and collaborative spaces for the betterment of society.

ETHICAL STEWARDSHIP

We are trustworthy, effective and efficient curators of our resources.

OUR STRATEGIC PRIORITIES

DEIB (DIVERSITY, EQUITY, INCLUSION AND BELONGING)

Build a culture that supports diversity, equity, inclusion and belonging.

Key priorities:

- Revise the purpose and terminology of the previously named IDEAS committee (inclusion, diversity, equity, accessibility, social justice) to align with K-State.
- Develop a plan to recruit diverse applicants for Libraries positions.
- Implement a training program for Libraries employees related to DEIB.
- Develop an interdisciplinary center that explores the connection between music and culture.

SUNDERLAND FOUNDATION INNOVATION LAB

Leverage and elevate the Sunderland Foundation Innovation Lab to maximize engagement, drive technological discovery and learning, and improve outreach.

Key priorities:

- Secure sustainable funding to support the lab's continued growth.
- Hire additional staff.
- Finalize a Memorandum of Understanding (MOU) between the Libraries and university IT and administration.
- Develop a programming plan that includes the development of a mobile lab to engage in education and training across the state.

ADVANCING THE RESEARCH LIFECYCLE

Fully integrate the Libraries into the research lifecycle while strategically building capacity through structures, resources and people.

Key priorities:

- Manage phases of the program to include university stakeholders, review and update the research support online presence, and explore new staffing models.
- Build and strengthen universitywide relationships to ensure provided services meet the objectives and needs of the university and advance research across the disciplines.
- Review the Center for Scholarly Publishing programs and scope of work.
- Improve the efficiency and accuracy of the Open/Alternative Textbook Initiative.
- Build sustainable funding to support collections and support research, teaching and learning.

AI LITERACY

Expand AI literacy on campus, in the community and across the state.

Key priorities:

- Build AI literacy capacity and support multidisciplinary efforts.
- Strengthen and pursue partnerships across the university to continue to provide learning opportunities in AI literacy, such as the AI and the Future Symposium.
- Explore opportunities to hire faculty and staff in partnership with other university units to further AI literacy efforts and support a growing number of learners.
- Develop a framework for advancing AI literacy that may lead to the creation of an AI Literacy and Consultation Center.

K-STATE STRATEGIC IMPERATIVES	RELATED GOAL(S) IN YOUR PLAN	2027 OUTCOME TARGETS (WHAT WE EXPECT TO HAPPEN IN 3 YEARS)	2030 OUTCOME TARGETS (WHAT WE EXPECT TO HAPPEN BY 2030)
IMPERATIVE 1: GROW ENROLLMENT TO 30,000 TOTAL LEARNERS	<ul style="list-style-type: none"> • Offer literacies microcredentials • Create a mobile Innovation Lab • Participate in community visits • Collaborate with Extension and others • Outreach to K-12 across the state in literacies • Track engagement activities libraries-wide • Be a more active participant in activities such as campus tours and other ORA efforts. • Continue to participate in Open House, Week of Welcome, etc. 	<ul style="list-style-type: none"> • Microcredentials developed and approved • Mobile innovation lab on active schedule as a vehicle for community visits and collaborations • Increase number of learners in our outreach by 10% • Develop stronger relationship with ORA 	<ul style="list-style-type: none"> • Strong enrollment in microcredentials with positive feedback measured • Engagement resulting in improved enrollment as a partner in K-State 105 • Increase number of learners in our outreach by another 10%
IMPERATIVE 2: IMPROVE RETENTION AND GRADUATION RATES FOR ALL STUDENT POPULATIONS	<ul style="list-style-type: none"> • Continue saving money for textbooks through multiple means, including open access, streaming services, collecting primary sources, sharing sources • Link directly to course reserves in Canvas • Embed AI, information ethics and other literacies into Cat Communities and other relevant core courses • Develop active partnership with the Tutoring Center • Improve visibility of library services • Improve flexibility of delivery of literacies instruction 	<ul style="list-style-type: none"> • Exceed \$1M average annual savings for students through textbook initiatives • Equip students to utilize and evaluate tools and information sources effectively in their coursework • Integrate library services into student success units • Ensure our physical locations are safe spaces for historically marginalized communities • Define literacies and introductory courses for the 2030 goal • Emphasize literacies as leveling tools for learners, in addition to more traditional students, with flexibility in delivery 	<ul style="list-style-type: none"> • Exceed 10% additional savings for students • Literacies built into 10% of introductory courses, both graduate and undergraduate • Measure increased gate counts from partnerships with tutoring and other student success units • Student affinity groups regularly meet in library spaces • Establish regular communications with students through student life and student success channels • Increase reservable study space in the libraries

<p>IMPERATIVE 3: PROVIDE EVERY DEGREE-SEEKING STUDENT WITH APPLIED LEARNING EXPERIENCES</p>	<ul style="list-style-type: none"> • Continue building applied learning into Morse Scholarship and Kirmser Awards • Student employees engage in applied learning • Document applied learning experiences for Student Ambassadors • Document and report applied learning to the university • Partner with academic units to provide applied learning in classes, including in the Innovation Lab, AI, DEIB and other initiatives • Develop a student learning tracking system for the libraries 	<ul style="list-style-type: none"> • 50% of Student Ambassadors with documented applied learning experience • Track student employees who choose library/archive/IT careers • Develop applied learning experiences in the Innovation Lab, including volunteer programs and K-12 	<ul style="list-style-type: none"> • 100% of Student Ambassadors with documented applied learning experience • Increase number of student employees and capture cohort impact • Establish partnerships with five academic units to provide applied learning experiences
<p>IMPERATIVE 4: GROW RESEARCH EXPENDITURES TO \$300 MILLION ANNUALLY AND SPONSORED PROGRAMS AND AWARDS TO \$270 MILLION ANNUALLY</p>	<ul style="list-style-type: none"> • Increase collections budget to support high-cost research resources and to keep up with inflation • Work to support open access alternatives • Tie collections to engagement and funding • Establish partnerships in interdisciplinary grant proposals • Fostering Change/ internal grant process to build culture of grant applications • Apply cost/benefit analysis to grant-funded projects to determine value • Establish research support services, including data management and preservation 	<ul style="list-style-type: none"> • Increase our SRO % for continuations • Build collections inflation into the budget model • Libraries participate in 2-3 university grant proposals • Successfully be awarded internal K-State funds • Engage in meta-analysis with researchers; librarians integrated into research teams • Effectively articulate how we can contribute to proposals and look for gaps 	<ul style="list-style-type: none"> • Beyond maintaining current subscriptions, build funding to support adding resources to support K-State research agendas • Libraries participate in 3-5 large university proposals annually • Libraries regularly awarded funds in internal processes

<p>IMPERATIVE 5: NIMBLY AND PROACTIVELY MEET THE NEEDS OF LEARNERS, EMPLOYERS AND SOCIETY</p>	<ul style="list-style-type: none"> • Develop microcredentials in AI, literacies and technology • Grow a solid foundation of AI expertise • Develop partnerships within the university to offer learning opportunities for Kansas citizens and identify needs • Build partnerships in public libraries for information on community needs 	<ul style="list-style-type: none"> • Microcredentials developed and approved • AI literacy built into core curriculum • Leverage mobile Innovation Lab to provide training and skills development • Support public libraries' training efforts • Refine our skills in identifying community needs 	<ul style="list-style-type: none"> • Strong enrollment in microcredentials • Mobile lab on active schedule • Build partnerships with <ul style="list-style-type: none"> ◦3 regional library systems • Leverage New Literacies Alliance and other online resources to support distance education and remote learners
<p>IMPERATIVE 6: BUILD PARTNERSHIPS AT ALL LEVELS OF K-STATE</p>	<ul style="list-style-type: none"> • Track interdisciplinary work more effectively • Offer our expertise to colleges and central units, such as student success • Increase collaborations with the Division of IT and build cohesion • Partner with Tutoring Center • Document existing partnerships to leverage them more effectively 	<ul style="list-style-type: none"> • Regularly participate in interdisciplinary efforts as full partners • Gain university recognition as an interdisciplinary hub • Develop stronger agreement with university for support of the Innovation Lab 	<ul style="list-style-type: none"> • Document increased collaborations with campus partners • Document increased student usage through partnership with Tutoring • Be asked to participate in developing university efforts rather than reading about them in <ul style="list-style-type: none"> ◦State Today
<p>IMPERATIVE 7: BE A POSITIVE FORCE FOR THE KANSAS ECONOMY</p>	<ul style="list-style-type: none"> • Establish economic parameters and measures for our impact • Increase our ability to share information resources • Find funding to extend resource availability across Kansas • Document tourism or economic impact of archives usage • Document community patrons using our services for enrichment or business improvement 	<ul style="list-style-type: none"> • Work with public libraries to assess information needs in communities • Partner with state library to promote existing resources that are underutilized • Partner with state library to offer additional information resources, as determined by need • Evaluate metrics used by other libraries to measure impact • Develop literacies and technology 	<ul style="list-style-type: none"> • Regular contact with state library to promote their resources • Regular contact with regional library systems • Expand access to resources to Kansans beyond the K-State community • Implement evaluation of appropriate metrics • Increase microcredential offerings to state residents

	<ul style="list-style-type: none"> • Document library usage related to patents awarded (e.g., WSU patent library) 	<p>microcredentials for relevant job skills for workforce development</p>	
<p>IMPERATIVE 8: FOCUS ON OPERATIONAL EXCELLENCE AND BEING ONE K-STATE IN ALL WE DO</p>	<ul style="list-style-type: none"> • Continue developing and promoting services that are available to all K-Staters, such as collections access, technology access, etc. • Evaluate our physical spaces for increased efficiency and availability for the K-State community • Build our capacity for leadership, managing and resolving conflict, and collaborating • Work with SGA on refining library hours, services and spaces • Build successful partnership with Tutoring Center • Work to improve our digital presence and service delivery • Develop a culture of continuous improvement 	<ul style="list-style-type: none"> • Through university master plan process, evaluate and adjust our space utilization in a strategic manner that emphasizes student-centered public services and usage • Effectively promote services and collections to the entire community • Carry out our partnership with the Kansas Leadership Center for staff development in leadership and conflict management skills • Improved interface and presence in place and optimization in search engines for finding aids and other resources. • Participate in decisions about uses of library physical spaces 	<ul style="list-style-type: none"> • Our library spaces are welcoming and used by our diverse student body • Our collections, technology and spaces are welcoming to the entire university community • Our staff are empowered in leadership and conflict resolution • Improve web analytics, web traffic, usage of resources, improved tracking of resource usage • Develop partnership habits to be regularly included in university efforts in development rather than finding out about them in K-State Today • Implement a space master plan in collaboration
<p>IMPERATIVE 9: BECOME AN EMPLOYER OF CHOICE IN KANSAS AND HIGHER EDUCATION</p>	<ul style="list-style-type: none"> • Contribute to a budget model that considers staff equity through competitive pay • “Do more with more” and increase our staff budget for both competitive pay and new positions • Pursue a culture of healthy work/life balance • Incentivize graduates to find employment at K-State 	<ul style="list-style-type: none"> • Grow our staff in proportion to growth in university measures, such as research funding and student FTE increases • Continue our compensation studies to identify equity gaps • Develop an intern/resident program for graduating student employees or ambassadors 	<ul style="list-style-type: none"> • Demonstrate improvement in staff morale through a climate and/or job satisfaction survey

<p>IMPERATIVE 10: GROW TOTAL, COMBINED FUNDRAISING TO \$2 BILLION BY 2030</p>	<ul style="list-style-type: none"> • Think boldly for asks in our strategic initiatives • Library collections sustainability endowment to grow to \$100 million • Explore a unique aspect of library donations: access to donors not connected directly to K-State • Build Friends of the Libraries and donor relations with former student employees and ambassadors 	<ul style="list-style-type: none"> • Advocate for more timely and robust Foundation support of collections, sustainability and other library needs • Library collections sustainability endowment reaches 50% goal • Leverage unique collections, such as consumer movement, that attract potential donors not connected to K-State 	<ul style="list-style-type: none"> • Library collections sustainability endowment reaches 100% goal • Begin building the Goins Center for Music and Culture
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Visit lib.k-state.edu/about/our-organization/strategic-plan
for more about the K-State Libraries strategic plan and our progress.



HALE
LIBRARY

MATH/PHYSICS
LIBRARY

PAUL WEIGEL LIBRARY
OF ARCHITECTURE,
PLANNING & DESIGN

VETERINARY
MEDICAL
LIBRARY

K-STATE SALINA
LIBRARY