KU Libraries: Strategic Directions 2012-2017

Final Draft 7/13/2012

The work of this strategic plan has been driven by one question: Given the changing landscape of higher education and the dynamic ambition of our institution, how must KU Libraries transform over the next five years? The goals, strategies and metrics defined in this document represent an intentional redefinition of libraries at the University of Kansas.

Overview

KU Libraries invest in innovative forms of pedagogy and new capabilities for knowledge access, production and preservation. We connect teaching, learning, research and service functions across the university. For our students, we help advance intellectual discovery, information literacy, critical thinking skills and lifelong learning. For our faculty and researchers, we enrich teaching and fuel research. Collectively, we promote knowledge creation, interdisciplinary scholarship and research productivity through our collections and services.

The changing landscape: Dynamic transformations in technology, increased focus on outcome-based educational initiatives, budgetary issues caused by rising costs and reduced revenues, and the shifting processes of research and scholarly communication all influence the future of the research library. This rapid change is a pervasive part of our environment, and it demands that our planning process allow for agility to be responsive to emerging needs.

KU's Bold Aspirations: Our goals, like the broader goals for KU defined in Bold Aspirations, are ambitious. They are premised on the understanding that the Libraries are responsible not only for the cultivation, discovery and dissemination of information, but also for facilitating learning, research and knowledge creation. By achieving these goals, we support and encourage outstanding research, teaching and learning across the university.

Integration and collaboration are the comprehensive themes that connect the diverse ambitions and focus of our goals. The Libraries already engage in productive partnerships that shape the campus environment and further its mission. Propelled by our new strategic goals, we will actively strengthen and expand these cooperative and embedded partnerships, to increase systematic integration into the research and learning activities of the campus. Library faculty and staff will reinforce these connections with our users and bring subject and content expertise to bear in meeting both research and educational needs.

This strategic plan is a living document meant to serve as a roadmap as we prioritize our opportunities and align our resources to advance our vision and mission. Over time, there will be areas where outcomes are attained or where new strategies will be necessary. The Libraries will adopt processes to ensure the plan is actively implemented, evaluated, improved and updated.

As we move into new and emerging areas, we must continue to deliver exceptional quality in our established services, research collections and physical spaces. We remain committed to these ongoing and significant activities that, while not explicitly addressed in the strategic plan, are vital to the success of the Libraries and, ultimately, the university.

Vision, Mission & Values

Vision

KU Libraries will be a strategic institutional asset that develops and delivers new methods of creating and supporting knowledge resources. We will drive research, teaching and learning at KU and worldwide.

Mission

KU Libraries advance discovery, innovation and learning for KU, for the state of Kansas and for a rapidly expanding community of world scholars. We equip our students for a knowledge-driven, global society, and we support research and scholarly communication through collaborative opportunities at KU and beyond.

Values

Leadership: We bring a unique perspective and vision from the heart of the scholarly enterprise as expert partners to the university and as scholars in librarianship.

Accountability: We create measurable positive outcomes for our stakeholders.

Communication: We foster transparent dialogue in our organization and among our partners and those we serve.

Agility: We anticipate and respond to user needs.

Collaboration: We respect the knowledge and skills of others as we bring together the best minds to pursue creative endeavors.

Service: We strive to provide the very best ideas, people, facilities and technologies.

Innovation: We employ creative solutions to address our users' needs.

Diversity: We seek a diverse workforce and encourage all ideas and perspectives.

Goal 1: Integrate information literacy, research skills and information resources into the curriculum to enhance critical thinking, academic success and lifelong learning.

Summary: KU Libraries' research and instruction program promotes excellence in teaching information resources and research strategies to students in all disciplines. Through this goal, we will expand the Libraries' role as collaborative educational partners, working with departmental faculty to integrate research skills and information literacy into the curriculum at all levels, from first-year to graduate student. We will work to improve students' academic success, enhance educational opportunity and therefore contribute to improved student retention.

We will build sustainable and scalable models of library instruction, as well as coordinated, educational programming to contribute to the university's learning goals and core curriculum. This comprehensive planning process will also address research help desk service and the provision of individualized instruction and educational consultation. We will help students develop the tools and strategies they need to become active participants in the learning process, think critically and creatively, communicate well and employ effective strategies to collect and interpret information.

Outcomes:

1. Students prepared as critical thinkers, consumers of information and lifelong learners through integration of information literacy, research and critical thinking skills into the curriculum.
2. Increased partnerships and improved channels for instructional collaboration and integration of information literacy into courses, programs and academic departments.
3. Reusable teaching modules and assignments accessed from a shared repository and embedded within existing systems, such as Blackboard and LibGuides.
4. Incoming students with strengthened information literacy skills through expanded K-12 outreach programming.
5. Expanded awareness and use of information resources in teaching and learning campuswide.

Connections to *Bold Aspirations*: See *Bold Aspirations* Goal 1 (Strategies 1-A, 1-B, 1-C and 1-E).

Strategies for Goal 1

STRATEGY 1-A. Cultivate educational outreach opportunities and learning initiatives to better prepare and support incoming and returning students.

- Implement a framework for high school outreach designed to support campus recruitment and retention efforts.
- Create a program of curricular consultation and outreach to high school teachers and school librarians at KU's top feeder schools.
- Collaborate with campus partners on a coordinated program of outreach and learning resources for transfer, first-generation and international students.

STRATEGY 1-B. Design and implement programming in support of campus-level, first-year experience efforts and other retention and persistence activities.

- Create programming and curricular support to integrate library resources and information literacy concepts into the Common Book program.
- Develop a coordinated information literacy and research skills program for first-year seminar courses.
- Collaborate with the Learning Community program to develop and support information literacy in the curriculum.

STRATEGY 1-C. Develop and implement a collaborative and programmatic approach to outreach and research education for graduate students.

- Develop and expand outreach, instruction and consulting services designed to enhance graduate students' ability to discover, access and analyze needed scholarly resources.
- Coordinate outreach and integration of information literacy concept into GTA instructional and training programs to support their teaching role.
- Partner to integrate research and information literacy skills into research methods courses and other graduate program curricula.

STRATEGY 1-D. Design and construct instructional modules and resources for use with in-person, hybrid, online and distance learning environments.

- Develop "Best Practices" for the design of pedagogically sound, active and adaptive learning tools.
- Partner with the Center for Online and Distance Learning and collaborate with individual department/schools to embed the Libraries in online and distance learning activities.
- Collaborate with campus, state and regional partners to develop online, reusable teaching modules, digital learning objects, tutorials and assignments.
- Integrate those digital learning objects strategically into KU courses.

STRATEGY 1-E. Cultivate and promote collaboration with teaching faculty, department administration and other campus partners to integrate information literacy concepts at the campus, degree and course levels.

- Develop an instruction and outreach plan for integration of information literacy and critical thinking skills into the undergraduate curriculum, at all levels and potential entry points.
- Design and deliver innovative programs that support the KU Core curriculum and other universitywide educational initiatives, especially those emphasizing learner outcomes and curriculum improvement.
- Conduct professional development opportunities for KU classroom faculty on information literacy integration into programs, courses and assignments
- Partner with faculty and department chairs to create targeted programs for incorporating information literacy competencies progressively across the curriculum.

- Experiment with new modes of delivering and utilizing credit-bearing courses for research skills acquisition.
- Develop and promote learning objects and modules for inclusion into the curriculum.

Key metrics by which we will gauge progress:
- Number of students demonstrating improved information literacy competencies, as defined by selected assessment tools (outcome 1)
- Number of collaboratively developed courses designed, launched or completed (outcome 2)
- Evidence of inclusion of information literacy in college/department strategic plans and other documentation, such as websites, syllabi, etc. (outcome 2)
- Number of instruction consultations conducted (outcome 2)
- Number of courses and programs using tools created or provided by the Libraries for instructional goals (outcome 2, 3 & 5)
- Number and/or type of programs partnering with Libraries to implement instructional objectives (outcome 2 & 5)
- Number of tutorials and learning modules developed (outcome 3)
- Comparative analysis of library outreach efforts/number of students reached with KU admissions and retention data (outcome 4)

Goal 2: Advance scholarship through proactive engagement in research and scholarly communication.

Summary: Librarians serve as leaders in a rapidly changing information landscape, providing the university with essential expertise on the changing forms of scholarly information. KU Libraries facilitate the flow of scholarly communication at every stage, from discovery to delivery, through our services, partnerships and information resources. Through this goal, we will expand our national and international leadership in the area of scholarly communication, including open access initiatives and new publishing models.

We will strengthen the Libraries' role as an important strategic partner in research done at KU, offering new services, information systems and improved access to a comprehensive set of information resources. These resources will be delivered using the methods and formats best suited to researchers' needs, thus supporting excellence in research and innovation. We will contribute to the data management infrastructure of the campus, providing such services as the curation, access and preservation of research data, to help the university harness the enormous potential of information.

Outcomes:

1. Rich collections of resources held by KU Libraries are more discoverable and accessible.
2. International and national advocacy and leadership for Open Access makes more of the world's knowledge discoverable and accessible.
3. KU's research, scholarship and distinct resources are openly shared.
4. A wide range of new and emerging research products are available via both traditional and new models of dissemination.
5. KU Libraries provide resources and services necessary for a thriving research enterprise at KU through timely assessment of needs and proactive responses to changing models of research dissemination, scholarly communication, publishing and technology.
6. Scholarly resources and the historical record are actively preserved for future generations through active engagement in lifecycle management of information in all formats.

Connections to Bold Aspirations: See Bold Aspirations Goal 3 (Strategy 3-B) and Goal 4 (Strategies 4-A and 4-B).

Strategies for Goal 2

STRATEGY 2.A. Enhance discovery, access, delivery and preservation of the institution's distinct resources and assets.

- Improve discovery of resources through systems that bring together search results across multiple collections with varied origin, location and format.
- Enhance discovery of collections through rich communications channels such as social networking, and through the efficient and systematic creation, management and exposure of accurate, appropriate metadata.
- Develop and implement inter-institutional plans for shared access to, and delivery of, print and digital collections.

- Invest in programs for the stewardship and long-term preservation of KU Libraries' collections and unique local digital resources.

STRATEGY 2.B. Engage researchers systematically to understand and support their changing needs.

- Assess and evaluate the research and scholarly information needs and expectations of KU faculty and graduate students.
- Evaluate current support activities and engagement for research and scholarly exchange, including the efforts of librarians working directly with campus researchers.
- Develop a comprehensive plan to support the identified research needs of faculty and graduate students, and strengthen the Libraries services and contributions related to the research enterprise.

STRATEGY 2.C. Develop a robust and coordinated approach to scholarly publishing, scholarly communication and copyright services.

- Strengthen KU Libraries position as a national and international leader on scholarly communication issues.
- Develop a formal office of scholarly communication to serve KU faculty and graduate students by coordinating responses to questions and issues related to intellectual property (IP), open access (OA), and related scholarly communication efforts.
- Assess campus needs for expanding scholarly communication services to KU faculty and students.
- Design and implement a sustainable model of publishing support for KU faculty editors and departments.
- Collaborate with campus partners to expand the Libraries' scholarly communications outreach, education and advocacy program.

STRATEGY 2.D. Enhance capacity for data services, data management and e-research support.

- Partner with KU Information Technology (IT), Research and Graduate Studies (RGS) and other campus groups to develop, cultivate, manage and support access to data collections.
- Support the use of data collections through tools for analysis and visualization.
- Collaborate with key campus and consortial partners to build or enhance the infrastructure and repository services necessary for curation and re-use of research data.
- Design and implement an enhanced program of consultation, interaction and education with KU's producers and consumers of research data.

STRATEGY 2.E. Participate and provide leadership in developing and supporting emerging library technology standards, practices and tools nationwide.

- Participate in shaping and developing emerging library and scholarly technology standards, practices and tools through participation in regional and national communities aligned with KU Libraries' priorities for scholarly communication and research.
- Align technology infrastructure with opportunities to experiment and innovate.

Key metrics by which we will gauge progress:
- Usage statistics for content collections (outcome 1 & 3)
- Growth of digitized local resources (outcome 1 & 3)
- Number and type of local digital objects curated in digital preservation systems (outcome 1, 3 & 6)
- Percentage of faculty participating in Open Access policy (outcome 2, 3 & 4)
- Number of initiatives sponsored by or engaged in by KU Libraries at national and international levels (outcome 2 & 5)
- Number of relevant consultations, presentations, seminars and other programming related to scholarly communications and research support services sponsored or hosted by the Libraries (outcome 2, 5)
- Number of participants in those scholarly communications themed programming and events (outcome 2, 5)
- Number of journals edited or produced at KU and available online or migrating toward open access models of dissemination (outcome 3 & 5)
- Number and size of research data collections curated (outcome 3 & 6)
- Participation by KU Library faculty/staff in grants written by, with, or in service to other units (through resources, staffing, services) to advance scholarship (outcome 4 & 5)

Goal 3: Strengthen KU Libraries' position as an agile, responsive organization capable of continual improvement and change.

Summary: KU Libraries seek to cultivate a culture that supports innovative projects and new ideas, builds existing and potential strengths, skills and talents and rewards creativity and risk-taking. Our library staff and faculty are an enthusiastic group of talented and responsive partners in teaching, research and learning. By providing opportunities and resources to enhance skills through professional development and cross-training, we help ensure an environment where innovation, creativity, empowerment, strong decision-making and adaptability are all standard practice. Staff and faculty development, combined with effective, integrated communications and well-defined inter-departmental collaborations, will help ensure that we are successful.

Outcomes:

1. Recruitment, re-alignment and retention of excellent staff to maximize organizational effectiveness.
2. Staff are supported and encouraged to build their skills, talents, strengths and interests in roles that effectively align with the Libraries' current and emerging priorities.
3. Staff perform in a culture of trust in which they adapt successfully to changes within the organization.
4. Infrastructure supporting library staff and faculty that allows for agility and success.

Connections to *Bold Aspirations*: See *Bold Aspirations* Goal 5 (Strategies 5-A, 5-B, 5-C and 5-D) and Goal 6 (6-A).

STRATEGY 3-A. Enhance hiring practices and invest in learning and development opportunities for all library faculty and staff to address the evolving needs of the organization.

- Recruit new faculty and staff using methods congruent with Hiring for Excellence standards, strengths and behavior-based selection techniques.
- Implement an Individualized Development Plan (IDP) program for all employees.
- Allocate resources and development funding to support staff at all levels.
- Design and facilitate an expanding program of opportunities for strengthening leadership, management and supervisory skills.

Strategy 3-B: Strengthen and support librarians and staff in their roles as leaders in technology and scholarly communication as well as partners in research and instructional activities.

- Develop and deliver learning opportunities to foster knowledge of current trends in research and scholarly communications.
- Provide instructional programming on tools and concepts for the delivery of online and distance learning.

- Develop a comprehensive professional development and continuing education program related to pedagogy/learning theories and integrating information resources and research skills into the curriculum.
- Offer opportunities for fellowships, practicums and/or internships focused on library technology innovation.
- Participate in regional and national conferences, forums and inter-institutional partnerships that advance change in scholarly communication.

STRATEGY 3-C. Increase knowledge of colleagues' skills, strengths and expertise to facilitate innovative workflow solutions, while fostering a diverse and inclusive environment.

- Create and maintain a dynamic database of staff talent, skills, education and training.
- Develop an interactive organizational chart with detailed staff profiles and responsibilities that visualizes how the organization interacts in both professional responsibilities and service.
- Create informal and formal venues where library faculty and staff can share their research and expertise with colleagues.
- Expand mentoring opportunities for staff library-wide.
- Increase participation in and pursue organizational applications of strengths-based programs and principles.

STRATEGY 3-D. Transform the way in which working groups, task forces and committees form and operate in order to support accountability and efficiency in team-based work.

- Develop a comprehensive training program for best practices in group-based decision-making, project management, meeting facilitation, assessment and reporting.
- Select team members in ways that ensure appropriate skills and strengths are represented and aligned with the charge.
- Ensure that all committees, task forces and work groups receive clearly defined and appropriate decision-making authority and sufficient and sustained support from sponsors and Libraries leadership.

STRATEGY 3-E. Develop and sustain communications structures that support transparent decision-making and agile, collaborative implementation of new projects and initiatives.

- Employ policies, procedures and structures that cultivate effective knowledge management practices to shape, communicate, disseminate and store the Libraries' information.
- Identify and implement appropriate tools, technologies and systems to enhance and support knowledge management goals.
- Provide behavioral and technological training necessary for staff at all levels to communicate openly and build trust.

Key metrics by which we will gauge progress:
- Percentage of personnel needs filled by realignment and retraining of existing staff (outcome 1)
- Assessment of all searches and their adherence to Hiring for Excellence practices (outcome 1)
- Number of staff participating in training related to group process improvement (outcome 1)
- Number of Individual Development Plans (IDPs) created (outcome 1 & 2)
- Number of teams formed using strengths and skill-based selection (outcome 2)
- Number of staff engaging in leadership training opportunities (outcome 2 & 3)
- Team and committee evaluations and reports demonstrating enhanced process and workflow (outcome 3)
- Usability testing and usage statistics to gauge functionality of Intranet and other information management tools (outcome 4)

Goal 4: Stabilize and grow existing funding sources, secure new funding opportunities and enhance public accountability

Summary: Given financial realities at the university, state and national levels, traditional sources of library funding will remain flat at best in the near future. To meet the ever-increasing costs of providing information resources and establishing new programs of service, our ability to increase funds and augment budgets through alternative sources of funding will be crucial.

To this end, we will develop a comprehensive plan to enhance financial resources and diversify the potential revenue streams coming into the libraries. These new resources are not intended to replace state dollars, but to supplement those funds, in order to increase KU Libraries' measure of excellence and advance our new strategic endeavors. Additionally, we seek a needed balance between funding current operations and investing in the future.

Developing and maintaining relationships with current and potential donors will be an important aspect of securing alternative funding. Advocating for the essential role of KU Libraries in research productivity, student learning and overall engagement is also a crucial part of this goal.

Outcomes:

1. Greater role in controlling Libraries' funding sources and allocations.
2. Diversified sources of funding to anticipate new opportunities and enhance programs, services, facilities and collections and therefore meet expanding user needs.
3. Energized stakeholders and an expansion of the resource base.
4. Growth in private funding through Far Above, the university's comprehensive fundraising campaign.

Connections to *Bold Aspirations*: See *Bold Aspirations* Goal 6 (Strategies 6-A and 6-C).

STRATEGY 4-A: Achieve institutional funding levels equivalent to peer organizations.

- Explore an increase to the current $1 per credit hour library fee.
- Research the potential for a new Required Campus Fee (RFC) designed to expand library services and enhance facilities.
- Ensure vital library support for major initiatives by securing a portion of funds earmarked to support institutional advancement.

STRATEGY 4-B: Seek grants for the Libraries as an organization and for individual library faculty and staff research initiatives.

- Establish structures and staffing within the Libraries and collaborate with campus partners to support and coordinate grants.
- Develop organizational expertise in the application and administration of external grants.

STRATEGY 4-C: Increase Donor Support

- Revise our donor communications strategy and tactics to align with *Far Above*, the university's capital campaign.
- Create and grow partnerships to expand our potential donor base.
- Prioritize and expand fundraising goals to support the Libraries' strategic priorities.
- Expand engagement efforts and activities at the local, state, regional and national level.
- Investigate additional fee-based service models to provide needed services to companies, alumni and others.

Key metrics by which we will gauge progress:
- Funds received through new library revenue streams (outcome 1 & 2)
- Funds received through successful library grant applications (outcome 1 & 2)
- Amount of grant money allocated to the libraries (outcome 1 & 2)
- Number of grant applications submitted by KU Library faculty/staff (outcome 2)
- Funds received through private gifts (outcome 2 & 3)
- Number of new library donors (outcome 3 & 4)
- Retention rate of existing library donors and growth of contributions (outcome 3 & 4)