

The University of Kansas Libraries Strategic Directions 2012-2017 Annual Update: Fiscal Year 2013

Submitted by the KU Libraries Division of Innovation and Strategy:

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9/3/2013

Introduction

The [KU Libraries Strategic Directions: 2012-2017](#) (see Appendix A) 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 by the Strategic Directions represent an intentional redefinition of libraries at the University of Kansas. The following report is an update of the progress of the KU Libraries in achieving our new goals and redefining our role at KU.

Overview

Implementation of the strategic plan in its first year was lead by the Strategic Planning Oversight Team (SPOT), which prioritized 22 strategic action items connected to 13 strategies for implementation during the first year. At least one strategy was prioritized under each of the four goals. The selected action items were chosen because of emerging needs and current opportunities at the campus, state, and national levels.

Out of the 22 action items, six are now operational (27%) and 16 are in progress (73%). In addition, strategic action 3A.1 related to faculty and staff recruiting methods, while not formally prioritized, is now operational.

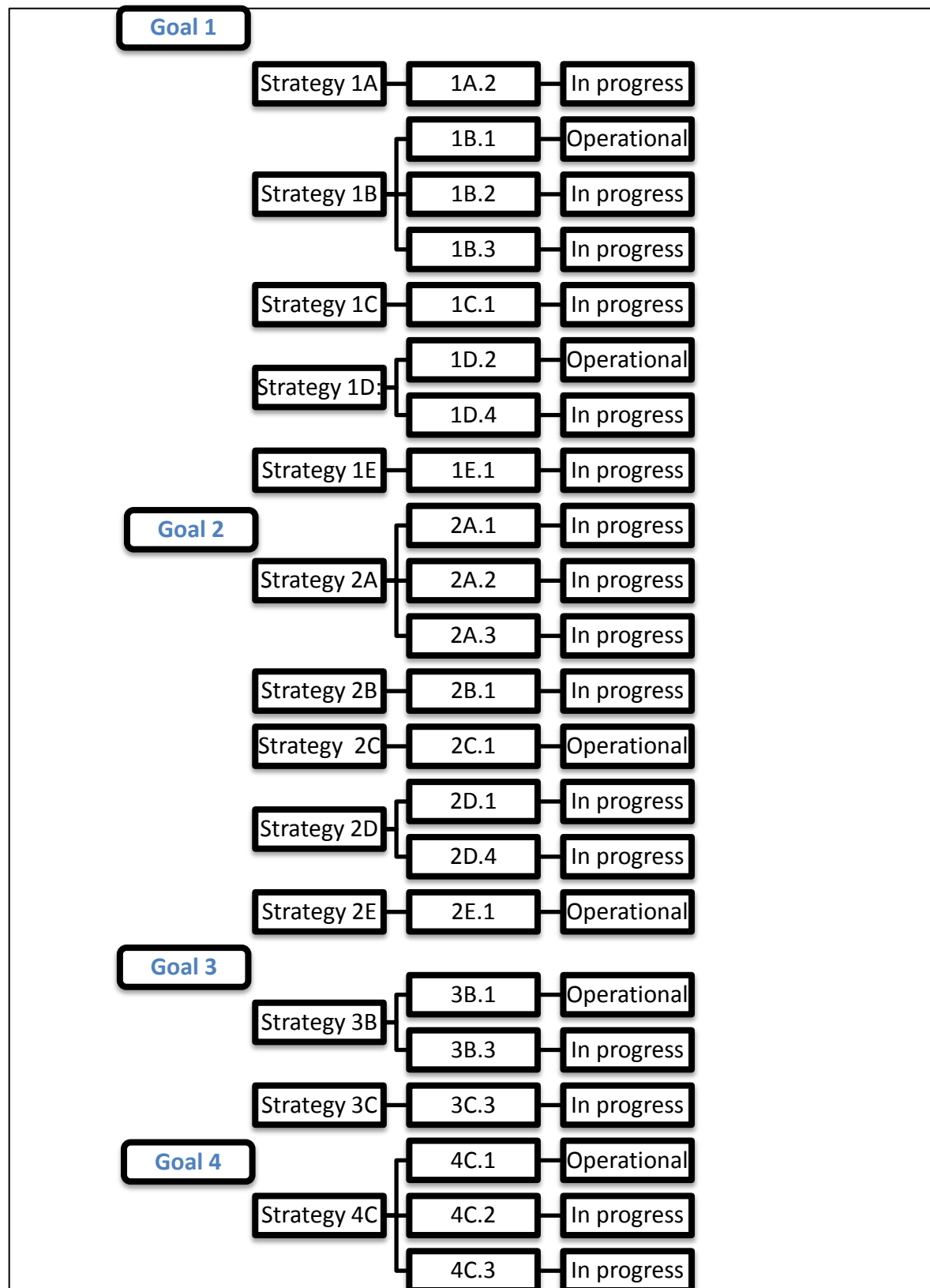
Implementation Process

- The SPOT oversight team was formed (July 2012)
- 22 strategic action items were prioritized for first-year implementation
- Strategy owners were identified to lead the implementation of one or more strategic action(s)
- Working groups were formed with library personnel, as well as personnel from different campus offices
- Strategy owners submitted [quarterly updates of progress](#)

Strategic Plan Implementation Team (SPOT) Membership

- Mary Roach, (Chair)
- Aileen Ball, (Project Manager)
- Jennifer Church-Duran
- Elizabeth Freise
- Scott Hanrath
- Lorraine Haricombe
- Deb Ludwig
- Kent Miller
- Amalia Monroe-Gulick
- Marianne Reed
- Rebecca Smith

Prioritized Strategic Action Item Status Overview



Alignment with Bold Aspirations

The development of *KU Libraries Strategic Directions: 2012 -2017* was focused on alignment with campus-level priorities and goals. During the first phase of implementation of the Libraries' strategic plan, at least one strategy aligns with the six goals of *Bold Aspirations*. Strategies under multiple library goals align with *Bold Aspirations*, demonstrating the interconnectedness of the Libraries' work with all components of the campus priorities.

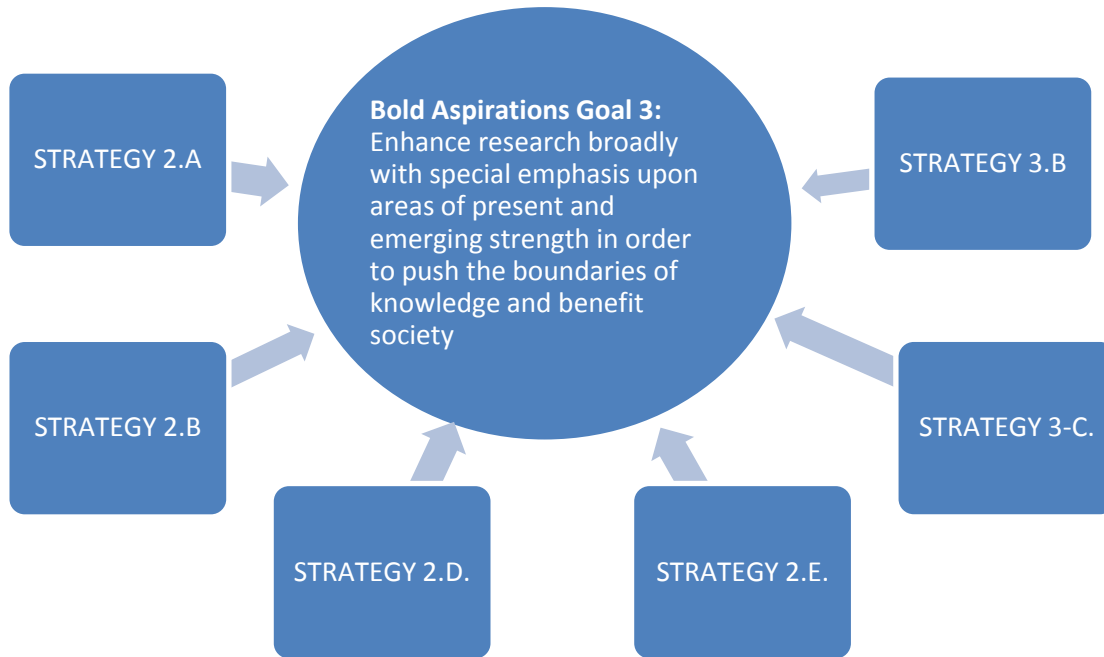
Connections to Bold Aspirations Goal 1



Connections to Bold Aspirations Goal 2



Connections to Bold Aspirations Goal 3



Connections to Bold Aspirations Goal 4



Connections to Bold Aspirations Goal 5



Connections to Bold Aspirations Goal 6



Alignment with KU Libraries Vision, Mission, and Values

The *KU Libraries Strategic Directions* are designed to not only externally align with campus priorities and goals, they are also meant to ensure that the Libraries are in alignment with their own vision, mission, and values. Below is a summary demonstrating how the Libraries are fulfilling these key components of success:

KU Libraries Vision, Mission, and Values	Strategy
Connect teaching, learning, research and service functions across the university	1B,1C,1D,1E,2A,2B,2E,3B,3C
Advance intellectual discovery, information literacy, critical thinking skills and lifelong learning	1B,1C,1D,1E,2A,2E,3B
Enrich teaching and fuel research	1D,1E,2A,2B,2E
Promote knowledge creation, interdisciplinary scholarship and research productivity through our collections and services	1C,2A,2D,2E,3B
Cultivation, discovery and dissemination of information	1C,2A,2D,2E,3B
Facilitating learning, research and knowledge creation	1B,1C,1D,1E,2A,2B,2D,2E,3B,3C
Engage in productive partnerships	1A, 1B,1C,1D,1E,3B,3C
Increase systematic integration into the research and learning activities of the campus	1D,1E,2B,3B,4C

Redefining the KU Libraries: Year 1

Goal 1: Transform the Libraries' educational role to integrate information resources and information literacy into the curriculum and student learning.

Over the past year, the Libraries have made great strides related to Goal 1 of the Libraries' Strategic Plan in connecting the Libraries with student learning at the campus level. This work will continue to grow with the recent organizational realignment that has established dedicated centers for undergraduate and graduate students to further students success during their academic careers at KU and beyond.

Eight strategic action items under the Goal 1 strategies were prioritized for the first year implementation, with at least one action item under each of the five strategies. Two of the action items, 1B.1, integration of resources and information literacy concepts with the Common Book program, and 1D.2, partnership with the Center for Online and Distance Learning, are now operational.

Below is a description of the status and accomplishments for each Goal 1 strategy and corresponding prioritized action item(s).

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

Strategic Action(s) in progress:

Action 1A.2 Create a program of curricular consultation and outreach to high school teachers and school librarians at KU's top feeder schools.

Significant Milestones/Accomplishments:

- Narrowed focus to two projects: library guide and Transition to University Symposium.
- Wrote and revised a draft letter to be sent out to school district superintendents and/or principals for the top 10 feeder schools to KU and select secondary schools in the area.
- Created a tentative list of survey questions to send to teachers and librarians about potential workshop topics, dates and times for the Transition to University Symposium.
- Prepared a presentation for the 3rd Annual College Readiness Dialogue on implementing collaborative ideas, which also will serve to ask questions regarding what skills high school teachers and librarians believe high school students are lacking as they enter post-secondary education and what types of workshops would be of value to high school teachers and librarians; some ideas may be used for the Transition to University Symposium at KU, and all information gathered at the College Readiness Dialogue will be shared with attendees.

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

Strategic Action(s) Completed or Operational:

Action 1B.1 Create programming and curricular support to integrate library resources and information literacy concepts into the Common Book program.

Significant Milestones/Accomplishments:

- Project team drafted guidelines and tasks for a team, internal to KU Libraries, to support KU Common Book each year.
- KU Libraries Common Book Team will be formed annually after the campus-wide announcement of KU Common Book.
- The KU Libraries Common Book Team has been formed and is working on programming for the fall of 2013.

Strategic Action(s) in Progress:

Action 1B.2 Develop coordinated information literacy and research skills program for first-year seminar courses.

Significant Milestones/Accomplishments:

- Planned workshop for First-Year Seminar faculty to develop the research elements of their courses and plan for library instruction. This workshop was held on August 12th, 2013.

Action 1B.3: Collaborate with the Learning Community program to develop and support information literacy in the curriculum.

Significant Accomplishments/Milestones:

- Reviewing literature related to libraries' involvement in and participation with Learning Communities at other institutions
- Contacted individuals on campus who worked with Learning Communities at KU in the past to collect information on the former program

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

Strategic Action(s) in Progress::

1C.1 Develop and expand outreach, instruction and consulting services designed to enhance graduate students' ability to discover, access, and analyze needed scholarly resources

Significant Milestones/Accomplishments:

- Developed, administered, and analyzed an internal survey of library services currently being offered to graduate students by individual consultant librarians.
- Conducted a literature review of surveys and subsequent programming by peer institution libraries.
- Reviewed graduate student comments from previous internal surveys by KU libraries.
- Met with the Office of Research and Graduate Studies assistance in possible recruitment of graduate students for survey/focus groups.
- Reviewed and made suggestions regarding the faculty/graduate student campus survey being done by the Strategy 2B.1 working group.

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

Strategic Action(s) Completed or Operational

1D.2: Partner with the Center for Online and Distance Learning (CODL) and collaborate with individual department/schools to embed the Libraries in online and distance learning activities.

Significant Accomplishments/Milestones:

- The Libraries now have a monthly meeting with CODL to strengthen our collaboration, coordinate projects, and connect our subject experts with faculty developing classes online.
- CODL has had the Libraries present at the Brown Bag Lunches about our services for faculty teaching online and has put a video of the Libraries presentation on their website. They are planning for another presentation in Fall 2013.

Strategic Action(s) in Progress:

1D.4: Integrate digital learning objects strategically into KU courses.

Significant Accomplishments/Milestones:

- Proposed developing online Library Guides with focused information on the Libraries' resources and services for students to be linked to the button Library Materials that is presently in Blackboard.
- The Libraries have worked with KU Information Technology to tweak embedded code for the Ask a Librarian widget and made it available for faculty to put in their Blackboard courses.
- Tutorials have been scripted and are being created this summer for topics like, Primary vs. Secondary, and Information Life Cycle to be embedded in Blackboard courses with students' research assignments.

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.

Strategic Action(s) in Progress:

1E.1: 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

Significant Accomplishments/Milestones:

- Mapped the ACRL Information Literacy (IL) standards to the new KU Core Curriculum to identify where certain skills might be best integrated in undergraduate learning.
- Completed a sampling of the Libraries' current instructional activities (e.g., one-shot instruction we participate in, for-credit courses we teach, embedded teaching) to identify what ACRL IL standards we addressing in these sessions.
- Completed an outreach plan for undergraduate instructional activities in coordination with the Libraries Office of Communication and Advancement.
- Held critical conversations related to the future of lower-level undergraduate instruction (100-200 level courses) and our large-scale program participation (e.g., ENG 101/102, COMS 130).

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

Eight strategic action items were prioritized under Goal 2 for implementation. Out of the eight action items, two is operational and the remaining six are in progress. The work accomplished during the first year under Goal 2 has begun the process of more fully integrating KU Libraries in advancing scholarship at KU. The Libraries have made strides in enhancing access to resources through an improved discovery system, as well as developing a plan for the Libraries to play a greater role in the emerging area of data management. KU Libraries, which has long been an international leader in the Open Access, movement has grown its national and international prominence related to Open Access and scholarly communication as a whole.

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

Strategic Action(s) in Progress:

2A.1: Improve discovery of resources through systems that bring together search results across multiple collections with varied provenance, location, and format

Significant Accomplishments/Milestones:

- Work has been directed to Ex Libris' *Primo* implementation, which was put in production in August 2012. (*Primo* is a single search box for simultaneously searching multiple types of academic resources, appearing prominently on the Libraries web page.)
 - The team engaged in weekly monitoring of *Primo* usage throughout the academic year, using the usage data to inform enhancements. Formal user testing was conducted twice. Two librarians presented the results at a conference.
 - In addition to the several *Primo* service pack upgrade, the team made several small enhancements on an on-going basis (e.g., changes to facet counts, improvements to FRBR record display, improved resource type icons) and configured and enabled new features (e.g., browse).
 - The team also gathered reported problems with *Primo* Central data and worked with the vendor to get them resolved.
 - As *Primo* usage and user tests have unearthed problems with related systems or underlying data, we have worked to make corrections or enhancements (e.g., catalog data, the Get at KU display).

- Library Subject and Course Guides have been added to the local indexes.
- Potential new features were identified and prototyped.

2A.2: 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

Significant Accomplishments/Milestones:

- Focused on "efficient and systematic creation ... [and] management ... of accurate, appropriate metadata".
- Team completed an analysis of workflows for metadata creation for KU ScholarWorks and for Spencer digital images.
 - Resulting report identifies 11 broad opportunities for improving the efficiency of metadata creation. Several of the identified Spencer opportunities will be used to drive priorities for the next round of new Spencer collections to be digitized. Other opportunities will inform new systems efforts in the content of the Libraries CFE transition with IT.

2A.3: Develop and implement inter-institutional plans for shared access to, and delivery of, print and digital collections

Significant Accomplishments/Milestones:

- Work focused on three inter-institutional partnerships: WEST, HathiTrust, and Relais.
 - WEST: Libraries staff server on two WEST committees. First round of holdings identified and processed into Annex. Holdings for next round submitted. KU Libraries committed to participate as Archive Builder for Cycle 3.
 - HathiTrust: KU formally became a partner in Jan 2013 after submitting holdings for analysis and establishing federated authentication. Promotional and instructional materials were created and communicated.
 - Relais: KU became partner in new GWLA resource sharing project. Initial requirements analysis complete and staff training have begun ahead of a planned Fall 2013 roll-out.

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

Strategic Action(s) in Progress:

2B.1: Assess and evaluate the research and scholarly information needs and expectations of KU faculty and graduate students

Significant Accomplishments/Milestones:

- Draft survey was completed after extensive literature review, pre-testing, and receiving feedback from other units across campus.
- The survey was distributed in August of 2013 to all KU faculty, researchers, and graduate students.

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

Strategic Action(s) Completed or Operational:

2.C.1: Strengthen KU Libraries' position as a national and international leader on scholarly communication issues.

Significant Accomplishments/Milestones:

- Lorraine Haricombe created a new Center for Scholarly Communication in June 2013 and appointed Ada Emmett as its leader.
- Lorraine Haricombe represented the University of Kansas at the Berlin 10 convention in South Africa along with Marc Greenberg and Ada Emmett.
- Lorraine Haricombe was an invited speaker on open access at the University of Oklahoma.
- Lorraine Haricombe was elected chair of the SPARC Steering Committee
- Deborah Ludwig presented *Strategies for Fostering a Culture of Open Access: Reports from the Coalition of Open Access Policy Institutions* at the CNI spring 2013 meeting along with other university library leaders.
- KU was a leader in developing the COAPI program (Coalition of Open Access Policy Institutions).
- On behalf of KU and in partnership with GWLA (the Greater Western Library Alliance) and GPN (the Great Plains Network) Deborah Ludwig received an IMLS grant for data management planning.
- KU joined a number of national research libraries, offering authors article processing reimbursement for publishing in open access journals through a two-year pilot program funded by the provost and senior research administrators at the KU Lawrence and Medical campuses.

These are illustrative and not inclusive of all activity, but it is reasonable to conclude that this action is operational.

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

Strategic Action(s) in Progress:

2D.1: 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

2D.4: Design and implement an enhanced program of consultation, interaction, and education with KU's producers and consumers of research data.

Significant Accomplishments/Milestones:

- Published a whitepaper [KU Libraries Digital Data Services Strategy](#)," January 4, 2013.
- Published an online library guide [Research Data Management](#), June 26, 2013.
- Shared draft deposit policies for KU ScholarWorks with Strategy 2.C. Team, January 7, 2013
- With Deborah Ludwig as principal investigator, and in partnership with KU Information Technology, KU Libraries participated in the IMLS National Leadership Planning Grant: "Planning for the Lifecycle

Management and Long-Term Preservation of Research Data: A Federated Approach.” As part of this grant, a Big Data Summit event was held May 29, 2013 in Kansas City, Missouri.

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

Strategic Action(s) Completed or Operational:

2E.1: 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

Significant Accomplishments/Milestones:

- Team conducted and analyzed a staff survey, performed an environmental scan, and collected data on institutional memberships.
- Completed a report recommending that tracking the activities called for by this action become a regular part of reporting for Strategy Owners and that institutional memberships be regularly reviewed in light of current strategic priorities by Dean's Cabinet.

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

Three strategic actions under two strategies under Goal 3 were prioritized for first year implementation. One of the three strategic actions is operational, with the remaining two in progress. Over the past year, KU Libraries has made improvements for internal professional development opportunities for faculty and staff. A formal venue for library faculty and staff to share professional expertise and experience was established, with two Strategic Sharing Forums held during the of spring 2013. In addition, professional development opportunities were made available including library faculty staff participation in summits and conference, as well as a workshop on how to work with KU faculty and students. Finally, the Libraries' Human Resources department has established universal language for position descriptions to clarify job duties and performance expectations.

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

Strategic Action(s) Completed or Operational:

3B.1: Develop and deliver learning opportunities to foster knowledge of current trends in research and scholarly communications.

Significant Accomplishments/Milestones:

- Developed universal language for librarian's position descriptions regarding learning and use of professional information about scholarly communication.
- Offered basic events including a scholarly communications workshop, committee and participation opportunities in open access week.
- Participation and committee opportunities through the Sloan Foundation-sponsored Data Documentation Initiative inaugural U.S. conference.

- Participation opportunities in an IMLS grant funded Big Data Summit in Kansas City. Lorraine Haricombe requested information from library staff to demonstrated knowledge and support of open access and scholarly communication. The resulting examples were used by Haricombe and by Ludwig in presentations on open access. Although not inclusive of everything reported, examples of activity reported by from library staff included:
 - Offering Royal Society of Chemistry (RSC) author fee vouchers to faculty in my area.”
 - Talked to the Director of the Museum Studies program about routinely depositing *Internship Reports* into KU ScholarWorks.”
 - During interviews of potential candidates I have made it a point to ask a question of some kind about open access.
 - I have encouraged faculty to submit their works to ScholarWorks. Many of them have submitted. I point out OA and ScholarWorks to new faculty.
 - Lead effort to transform “Kansas Working Paper in Linguistics (KWPL)” [a graduate student publication] from a print publication to a KU ScholarWorks collection.
 - Accompanied the scholarly communications librarian when she presented at a departmental faculty meeting.
- The creation of the new Center for Scholarly Communication and Copyright and the new cross-functional initiative now provides an operational home for developing and delivering learning opportunities and foster knowledge of trends.

Strategic Action(s) in Progress:

3B.3: Develop a comprehensive professional development and continuing education program related to pedagogy/learning theories and integrating information resources and research skills into the curriculum.

Significant Accomplishments/Milestones:

- Crafted position description language for all staff and faculty who engage in teaching and learning activities - designed to define the roles and responsibilities of this work and clarify performance expectations
- Working with the ACRL Standards for Proficiencies for Instruction Librarians and Coordinators, the group began better defining the skillsets needed for effective library instructors, with a shared understanding that different positions might require more complex or detailed skills. These standards or competencies will be used to help shape a coordinated professional development training program to support the growth and expertise of our instructors/teachers.

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

Strategic Action(s) in Progress:

3C.3: Create informal and formal venues for library faculty and staff to share their research and expertise with colleague

Significant Accomplishments/Milestones:

- Held two Strategic Sharing Forums that established a formal venue for staff to share their professional expertise and experiences. The topic for both was a deep exploration of the embedded librarian experience. Both librarians and faculty presented their experiences working together.

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

Three strategic actions were prioritized under Goal 4 for the first year of implementation. All actions are related to increasing donor support (Strategy 4.C). Out of the three prioritized action items, one is operational and two are in progress. During this first year of implementation, the KU Libraries Office of Advancement and Communication has made great progress in communications strategies and aligning with KU's capital campaign. A later section in this report will demonstrate the dramatic growth in development over the past five years.

STRATEGY 4.C: Increase Donor Support

Strategic Action(s) Completed or Operational:

4C.1: Revise our donor communications strategy and tactics to align with Far Above, the university's capital campaign

Strategic Action(s) in Progress:

4C.2: *Create and grow partnerships to expand our potential donor base*

4C.3: Prioritize and expand fundraising goals to support the Libraries' strategic priorities

Significant Accomplishments/Milestones:

- Revised and redefined stakeholders, communications goals and key messages included in the donor communications strategic plan. Vetted preliminary draft communications plan with the KU Libraries Board of Advocates in February, and finalized the plan based on stakeholder feedback in March. KU Libraries will continue to address changes to the tactical plan as we know more about FY14 budget allocations.
- Secured opportunities with KUAA to expand engagement opportunities via alumni events in four cities in Kansas (Salina, Topeka, Wichita and Kansas City) in 2013.
- Secured opportunities with KUAA to expand engagement opportunities via alumni events across six cities the Midwest (Denver, Dallas, Houston, Omaha, St. Louis and Chicago).
- Secured partnership with Lawrence Public Library on Read Across Lawrence in 2013 and 2014.
- Began conversations with current or new partners, including KU Women in Philanthropy, KU Women's Hall of Fame, KU School of Journalism, KU Department of English, and others.
- Began discussions to set advancement goals for regional and national donor bases.

Year One: Additional Progress

In addition to the progress made on the prioritized strategic action items, KU Libraries has made advances in other areas that are moving us toward meeting our mission of integrating into KU as a whole and meeting our mission of advancing discovery, innovation, and learning.

Strategic action item 3A.1, Recruit new faculty and staff using methods congruent with *Hiring for Excellence* standards, strengths and behavior-based selection techniques, is now operational. This process will enable the Libraries to improve recruitment and hiring practices that are in alignment with KU, as well as better enable the Libraries to select potential faculty and staff that will assist with the advancement of the Libraries' mission.

In addition to the specific activities linked to goals one and two, the mission of the university is also stronger because of the Libraries greater integration into teaching and research at KU. Several librarians have been incorporated into classes, assisting with assignment design and integrating information literacy into courses. These classroom opportunities increase the visibility of the Libraries and demonstrate the role librarians can play to advance learning. The Libraries are also working directly with faculty as partners in research. Librarians have been involved with several KU research centers and programs, including the Institute for Digital Research in the Humanities, Center for Global and International Studies, the Institute for Social and Policy Research, and the Research and Training Center on Independent Living. These partnerships have demonstrated the integral role of librarians in research, which has led to increased awareness of the necessity of specialized skills librarians can offer in the advancement of research at KU.

Measuring and Assessing our Progress: Year 1

Goal 1: Transform the Libraries' educational role to integrate information resources and information literacy into the curriculum and student learning.

- **Library Instruction Overview & Assessment**

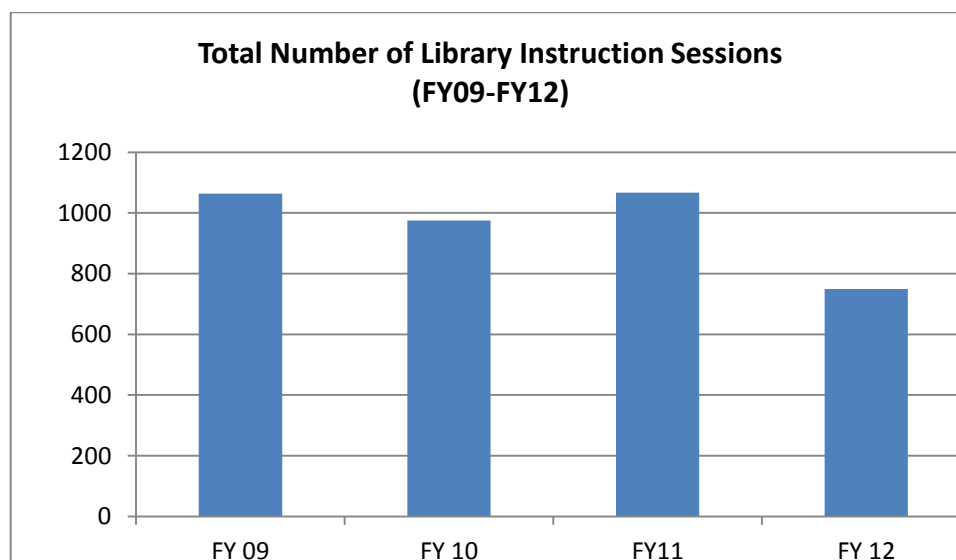
The Libraries' strategic plan advocates for information literacy instruction that is relevant and contextualized – delivered, embedded and assessed within both the core curriculum and discipline based coursework. This translates into targeted and scaffolded undergraduate information literacy education, where librarian and teaching faculty partnerships integrate key skills into selected first-year undergraduate courses, and further develop, reinforce and expand those skills in second and third year courses. More diverse and discipline based advanced skills enhance senior level instruction.

The changes in instructional input/output measures over the last few years demonstrate the transition from a program predominantly based on librarian instructor led workshops to an expansion of librarian/teaching faculty collaboration in curricular design. In FY12, 37% of librarians with instructional duties, reported they worked with instructors on instruction related activities, including assignment design and curriculum development. The dip in library conducted instruction is met with a rise in assignment integration and participation in first year experience programming.

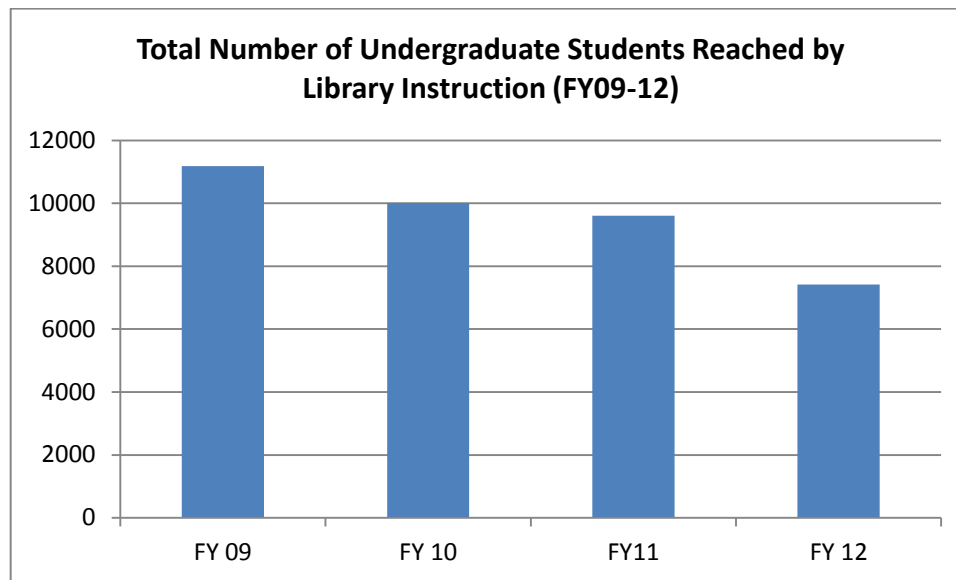
The challenge is to strengthen and embed existing information literacy initiatives with critical thinking and other core skills and to extend collaborations, both curricular and extracurricular, throughout KU. The Libraries have progressed with significant new work demonstrating best practices. The substantial coordination of effort with the Office of First Year Experience marks the most coordinated and programmatic effort to-date. Successful expansion requires engagement at a department, school or even College planning level.

- **Library Instruction**

Cumulative Library Instruction Sessions, FY09-12 statistics

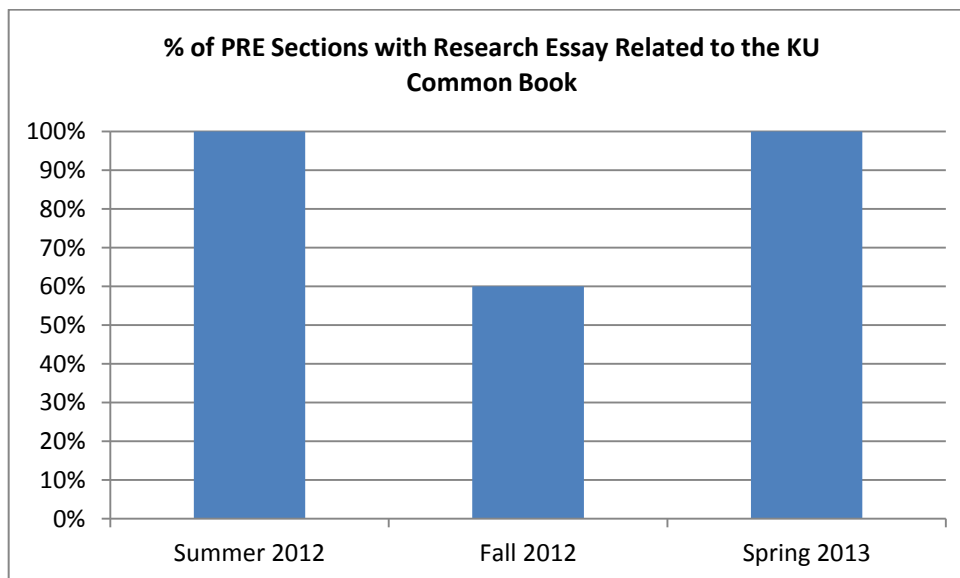


Undergraduates Reach by Library Instruction, FY09-12



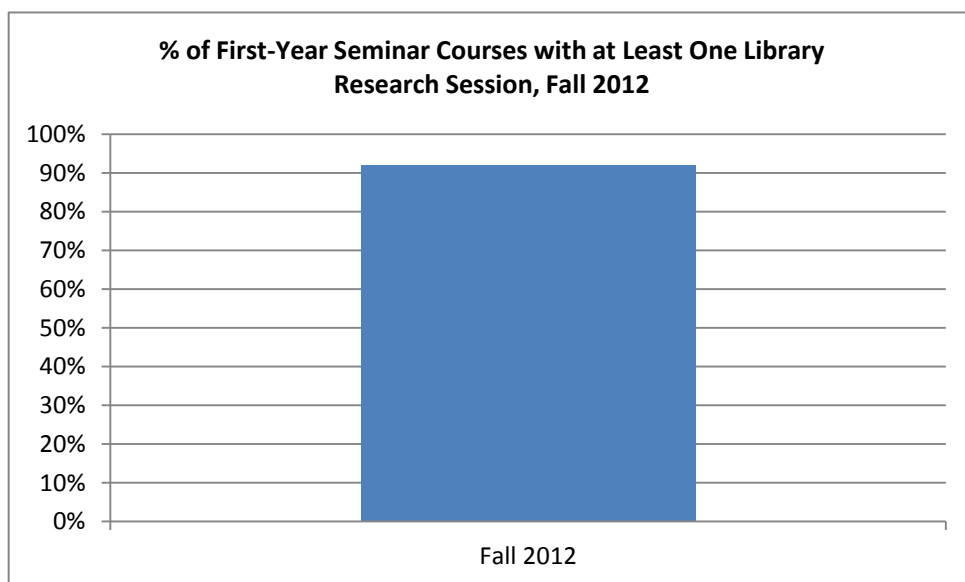
PRE 101 Curriculum Assessment

The First-Year Experience Coordinator has worked to incorporate information literacy skills into the PRE 101 curriculum through the creation of a researched essay related to KU Common Book.



(Note: The remaining 40% of PRE 101 sections in the fall of 2012 did include a library research component, but did not use the essay related to KU Common Book).

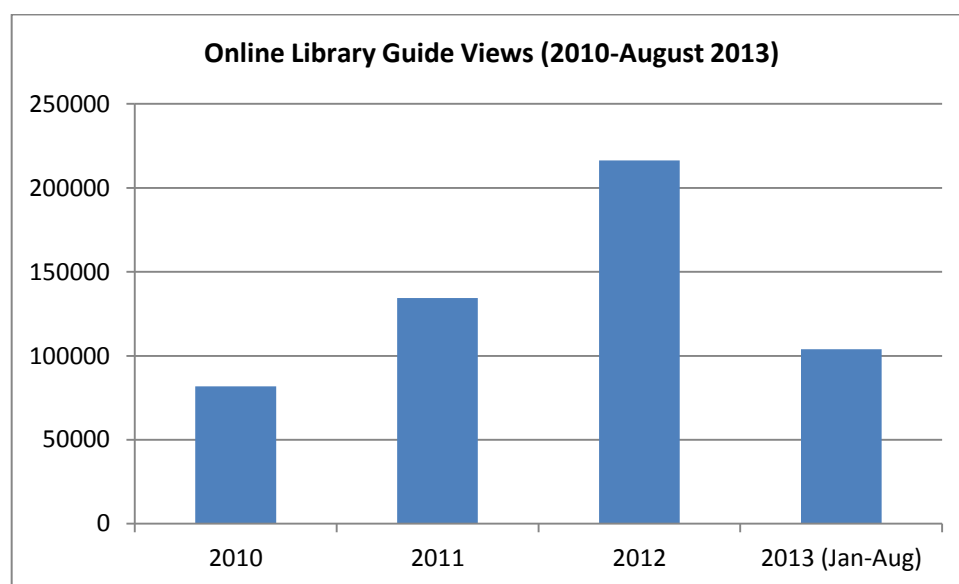
Library Research Sessions included in the First Year Seminar Courses (Fall 2012)



(Note: BUS 177, had a librarian fully embedded in the course. BIOL 177, LING 177, PSYC 177, and SPAN 177 included multiple library research sessions and worked closely with librarians to develop their assignments. Students in FYS courses self-reported that library skills were among the most valuable learning experiences in their FYS. This survey went out to all students enrolled in FYS courses. This assessment was conducted by the First-Year Seminar steering committee and Office of First-Year Experience.)

Online Library Subject and Course Guides

In 2009, KU Libraries began utilizing a new format for online library guides (LibGuides). These guides assist students with general subject-area research. In addition, librarians have created course guides that specifically address the information needs and skills of a single class. The use of these library guides has increased year, demonstrating the effectiveness of this tool in incorporating information literacy into the work of students.



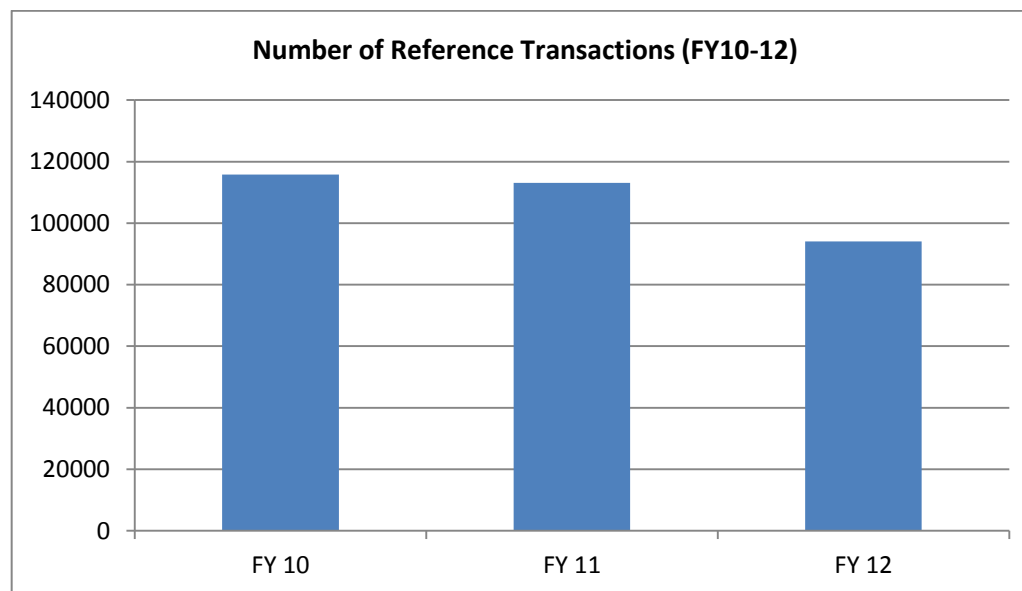
Goal 2: Advance scholarship through proactive engagement in research and scholarly communication

The KU Libraries' Strategic Directions places much emphasis on the Libraries becoming integrated into the research and scholarly communication activities at KU. This can be measured in several ways because engagement includes research assistance, access to collections, and collection usage. The challenge with measuring engagement is the difficulty in establishing standard reporting measures activities such as number of faculty consulting activities and the impact of the Libraries on the quality of research coming from KU.

- **Research Services**

Assisting library patrons with research is one of the core services of KU Libraries. This longitudinal data will assist the Libraries in decisions made related to both in-person and virtual services, such as efficient staffing models.

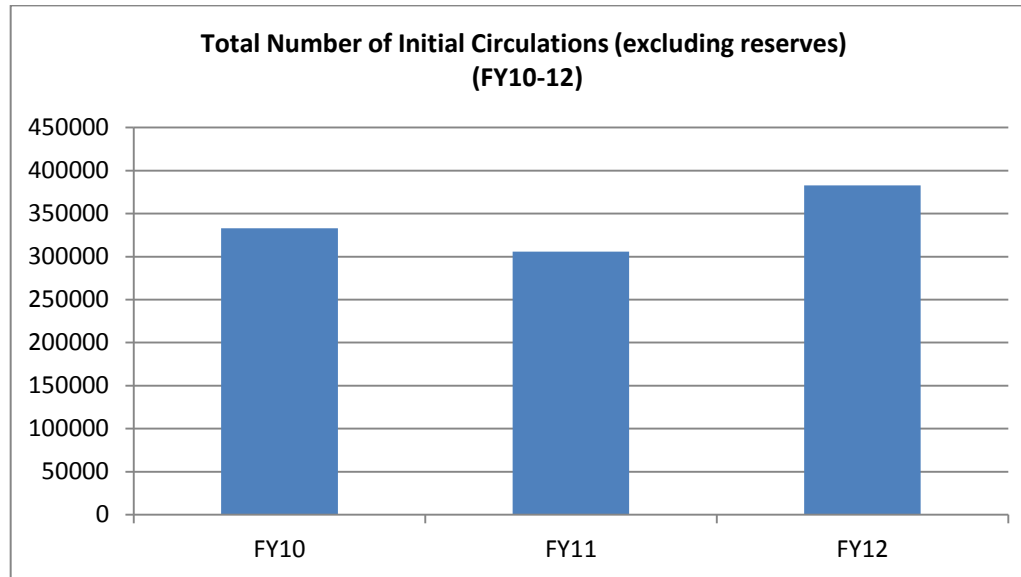
Reference Transactions



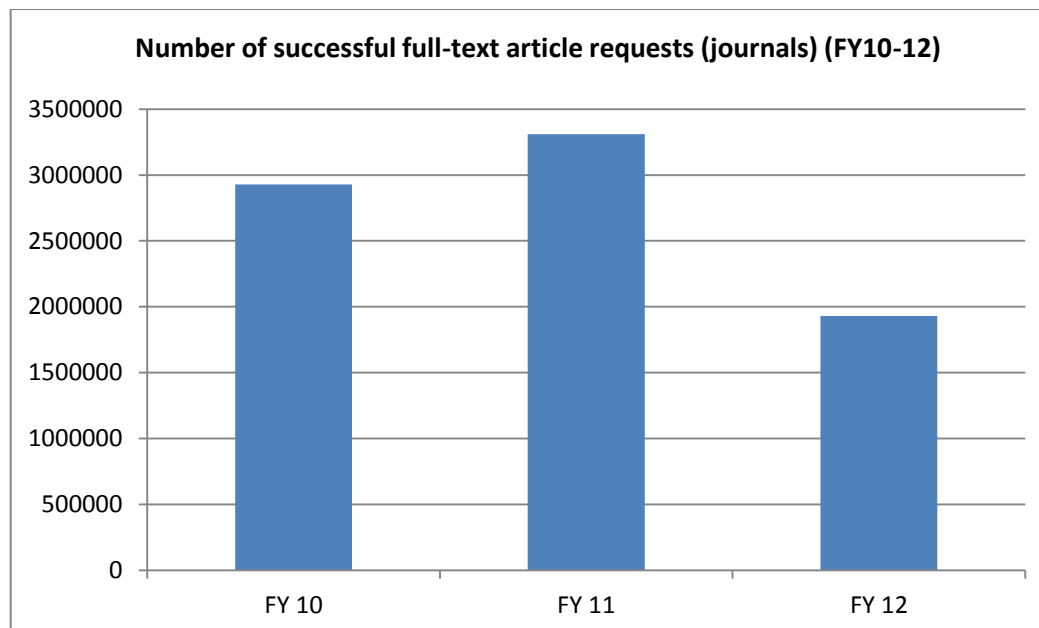
- **Collection Usage**

Library collections are fundamental to the success of any library. KU Libraries carefully monitors usage patterns using several variables in order to most efficiently use resources and to track the types of resources library patrons are utilizing (or not utilizing).

Circulation (excluding reserves)

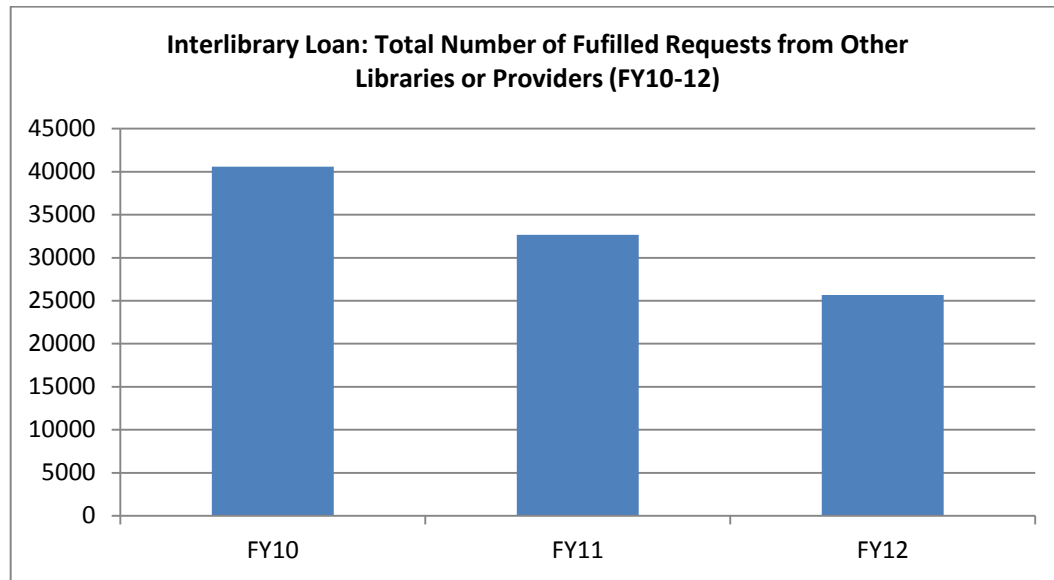


Full-text Article Requests¹



¹ As reported to the Association of Research Libraries.

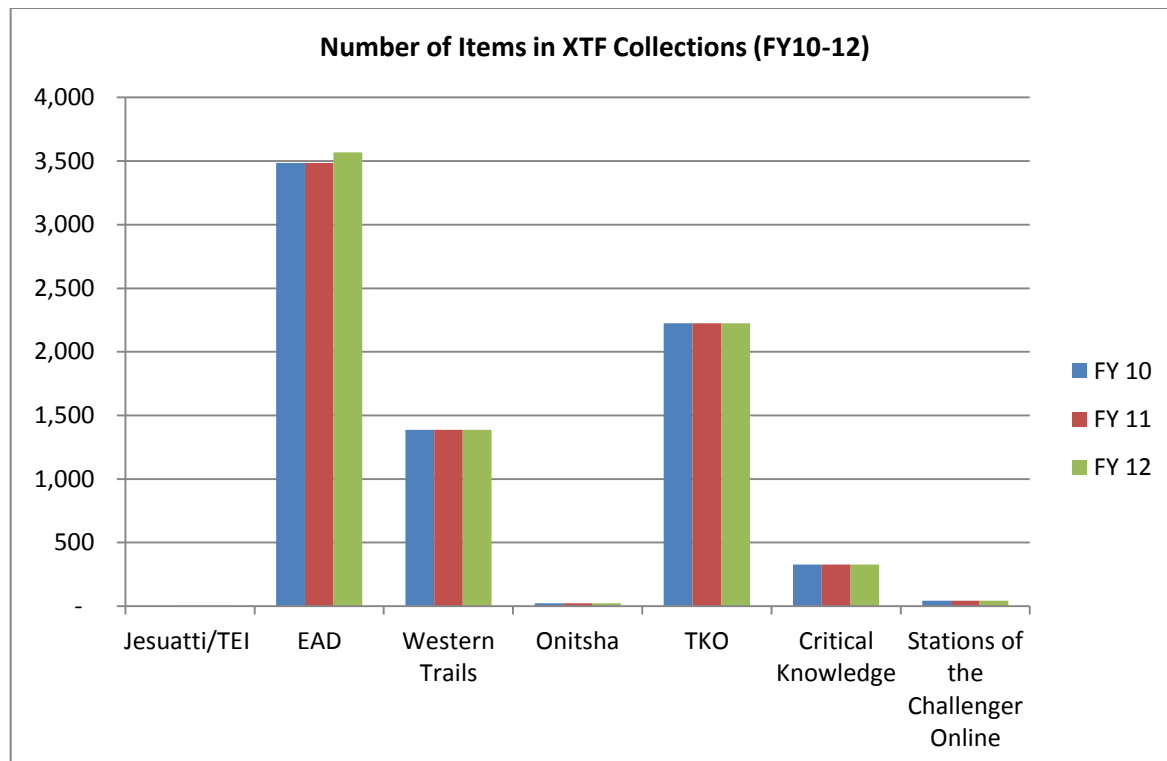
Interlibrary Loans



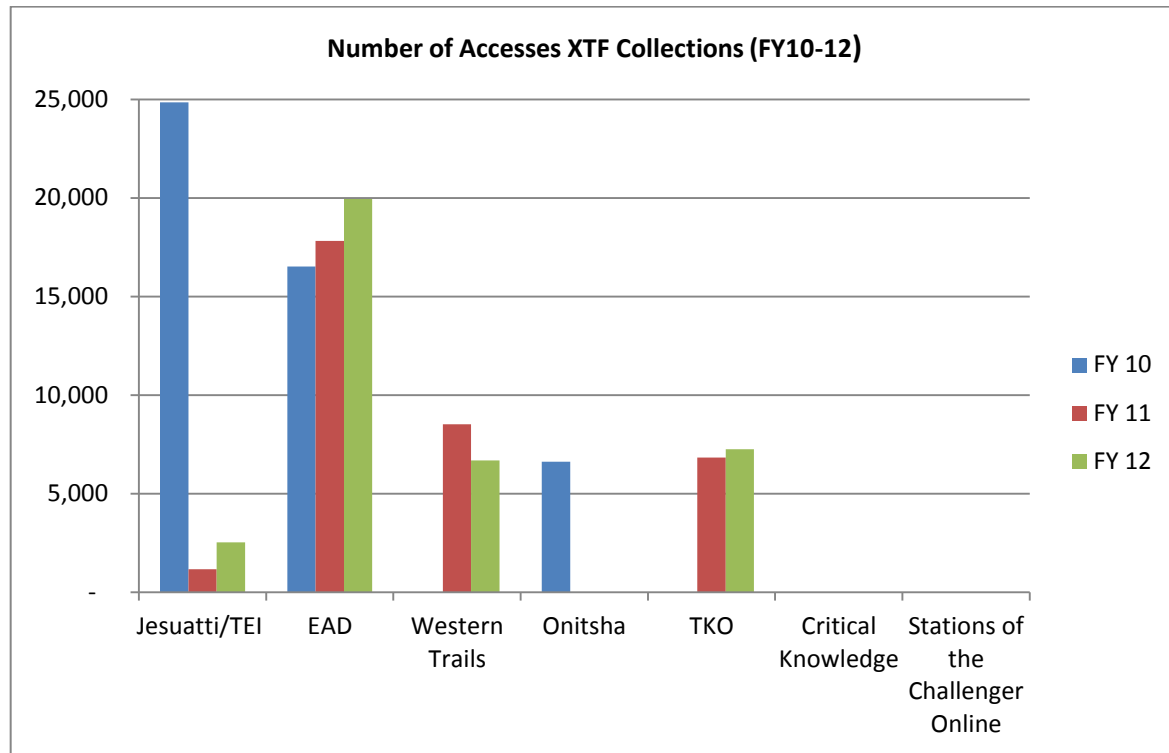
- **KU Libraries Digital Collections**

KU Libraries has designed the KU Digital Collections as a showcase and point of connection for digital projects and collections from disciplines across the KU campus. Digital research, online journals, scholarly publishing, and image collections are all represented.

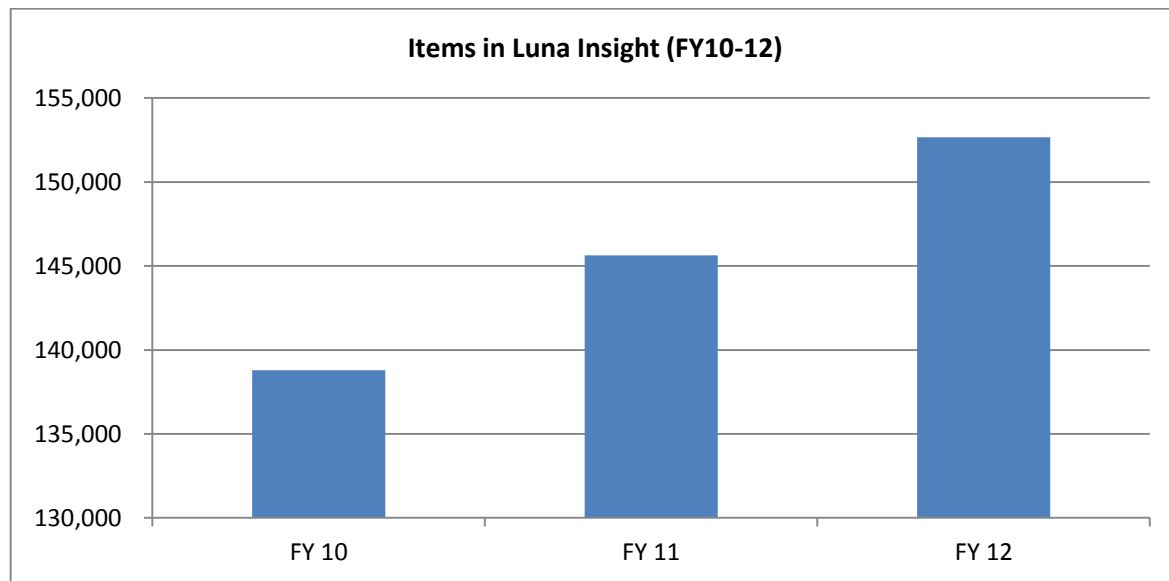
Encoded Finding Aids and TEI documents in eXtensible Text Framework (XTF)



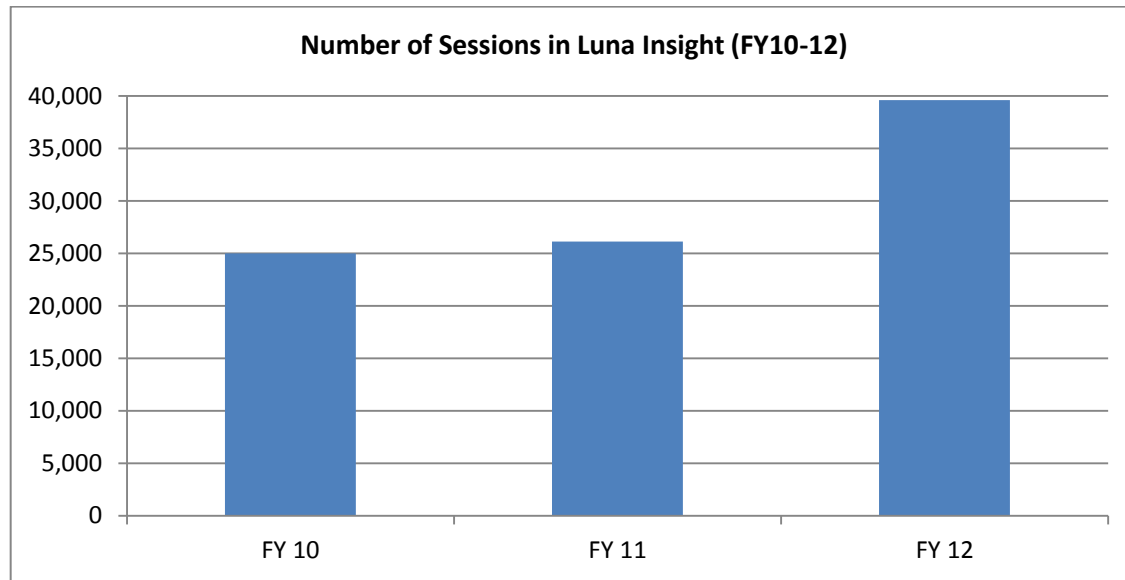
Accesses of XTF Collections



Images in LUNA Insight

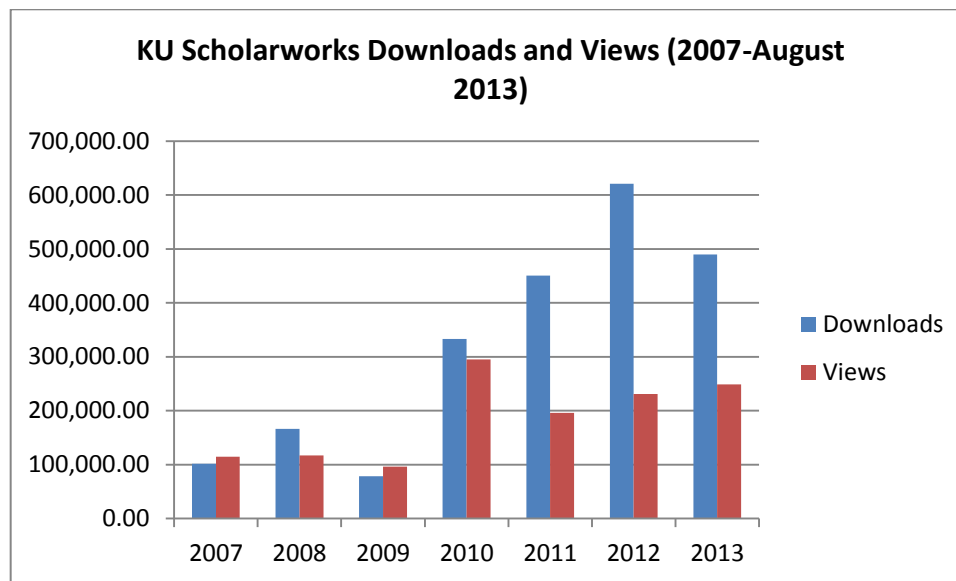


Luna Insight Sessions



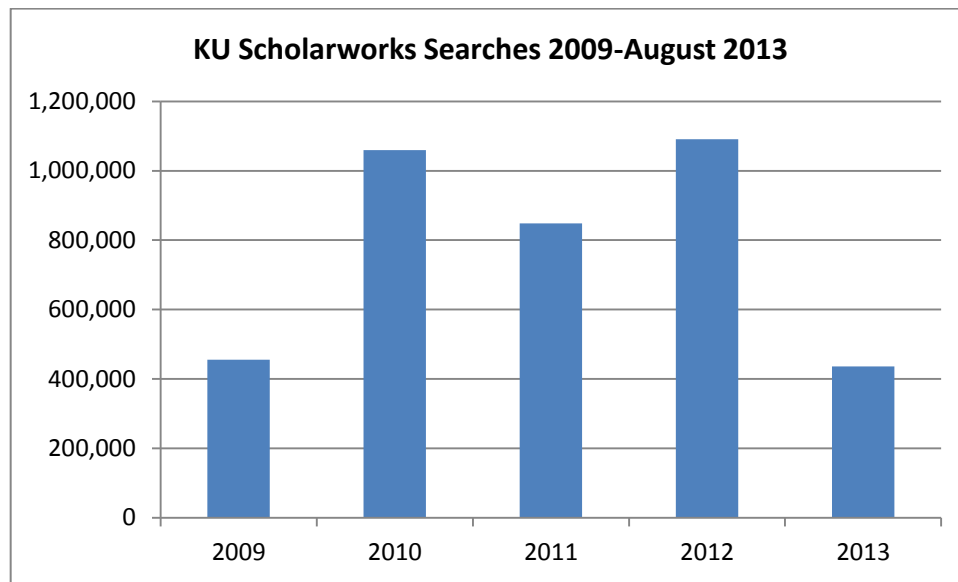
- **KU ScholarWorks²**

KU ScholarWorks Downloads and Views

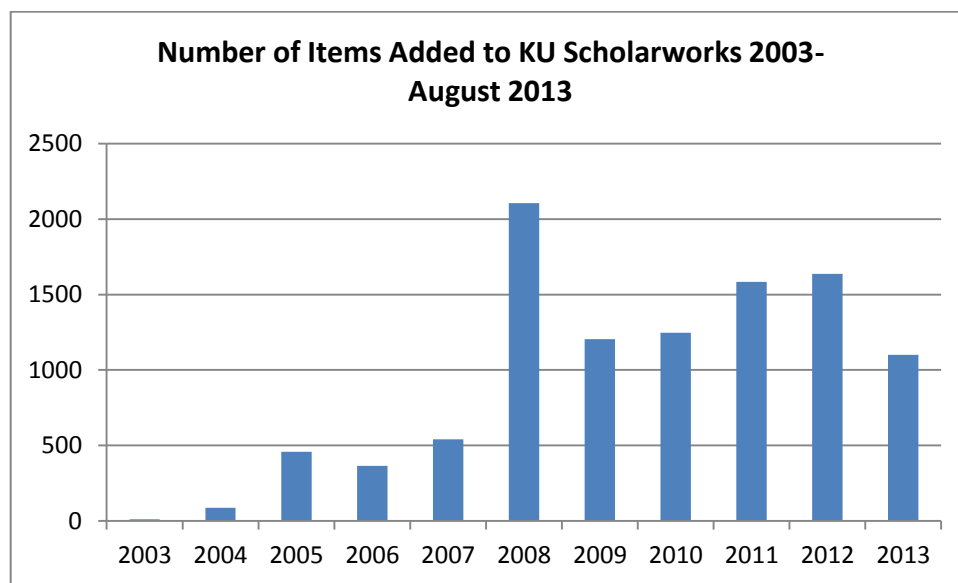


² The University of Kansas Institutional Repository.

KU ScholarWorks Searches



Items Added to KU ScholarWorks



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

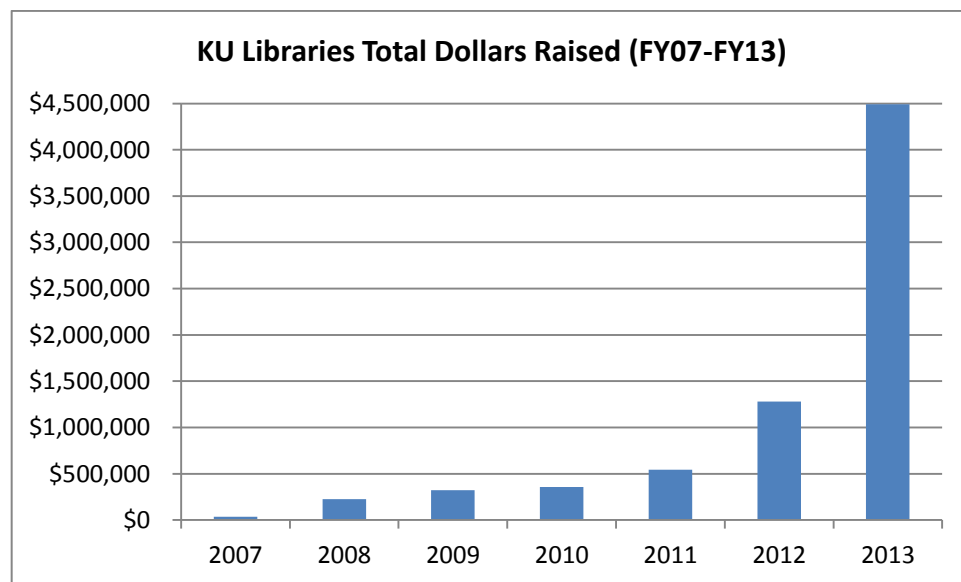
Over the past year, KU Libraries has advanced the intended outcomes of the prioritized action items under Goal 3. The following is qualitative data addressing KU Libraries' progress related to the advancement of scholarly communication and internal professional sharing venues.

- **Example Activities of Library Staff in Advancing Scholarly Communication at KU**
 - Presentations on copyright at ³Responsible Conduct of Scholarship² seminars for graduate students.
 - Providing support for publishing and hosting journals and monographs in OJS and D-Space. Currently, KU Libraries has 15 journal publications online and 165 books in KU ScholarWorks authored by KU faculty.
 - CV Service for KU faculty.

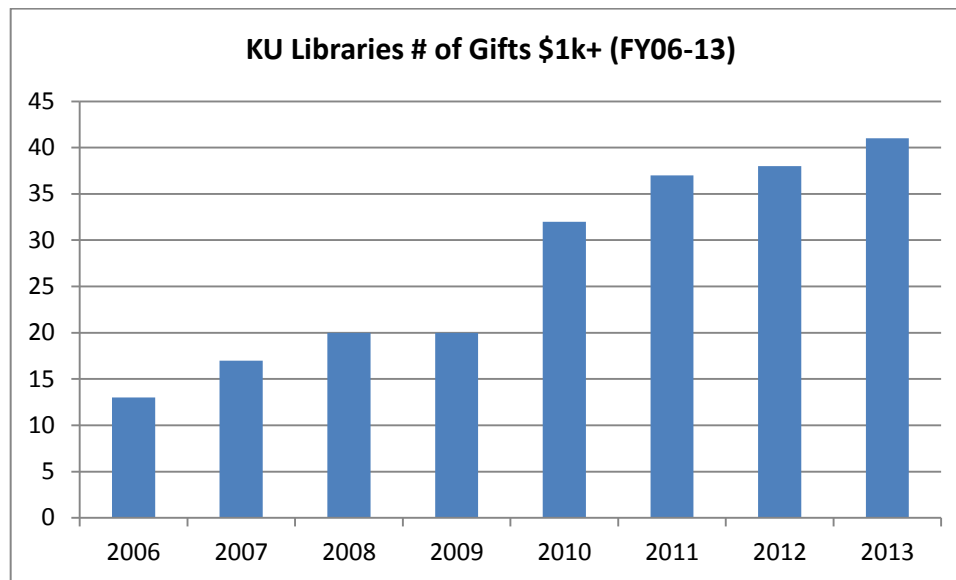
Goal 4: Stabilize and grow existing funding sources, secure new funding opportunities and enhance public accountability.

Since 2007, the Libraries' Advancement Program has made great strides in developing donors and increasing not just the number of donors, but also gift amounts.

KU Libraries Dollars Raised



KU Libraries Gifts of \$1k+



- **Donor data snapshot – Pre-engagement (2007)**

- Library donors
 - 0.5% percent of KU alumni had made a gift prior to 2007
 - Significant room for improvement
- Average gifts (adjusted)
 - Average gift of Kansas donors - \$110
 - Average gift of Lawrence area donors - \$230

- **Donor data snapshot – 2012**

- Percentage of alumni giving up 300 percent
- Lawrence average gift amount was up 25% (adjusted)
- Kansas average gift amount was up 28% (adjusted)

Moving Forward: Year Two

The following nine action items have been selected to begin implementation in Year 2:

- Prioritized action 1E.2: Design and deliver innovative programs that support the KU Core curriculum and other university-wide educational initiatives, especially those emphasizing learner outcomes and curriculum improvement.
- Prioritized action 2C.2: 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.
- Prioritized action 2C.3: Assess campus needs for expanding scholarly communication services to KU faculty and students.
- Prioritized action 3A.4: Design and facilitate an expanding program of opportunities for strengthening leadership, management and supervisory skills.
- Prioritized action 3C.5: Increase participation in and pursue organizational applications of strengths-based programs and principles.
- Prioritized action 3D.1: Develop a comprehensive training program for best practices in group-based decision-making, project management, meeting facilitation, assessment and reporting.
- Prioritized action 4B.2 Develop organizational expertise in the application and administration of external grants.
- Prioritized action 4C.4: Expand engagement efforts and activities at the local, state, regional and national level.
- Prioritized action 4C.5: Investigate fee-based service models to provide needed services to companies, alumni and others.

Implementation: Year Two

In May of 2013, the KU Libraries implemented a new organizational structure to better support the work of the Libraries with its strategic initiatives. One of the major changes for year two of the strategic plan implementation is the development of cross-functional initiatives teams (CFIs) to carry out the work of the former strategic plan working groups. CFIs are the frameworks of support and oversight for the major themes of the strategic plan, drawing together faculty and staff from across the Libraries to accomplish projects and, as appropriate, on-going work in service of those initiatives. Of the initial suite of CFIs, each relates to a plan strategy and thereby the projects and actions associated with those strategies. Each CFI has a leader or co-leads accountable for the overall progress and success of that initiative, as well as any other programming needs within the initiative not directly addressed by the strategic plan. CFIs are commissioned by Dean's Cabinet³ and report progress and activities to Cabinet on a quarterly basis. Cabinet will commission additional CFIs as needed to fulfill emerging strategic initiatives.

Measuring and Assessing our Progress: Year Two

The first year of the KU Libraries' strategic directions implementation has been a time for learning and adjustment for the entire library. One of the main goals of the strategic planning process and subsequent implementation was ensuring that the Libraries' are an evidence-based organization, relying on data for decision making. In addition, it is essential that that Libraries continually measure progress and determine

³ Leadership and advisory team to the Dean of Libraries

if adjustments are necessary. This is an area that will require greater focus during the second year of strategic planning implementation. Strategy owners were able to utilize some pre-established metrics but it did prove challenging to fully incorporate tools such as benchmarking and evidence. With the current organizational realignment within the Libraries, this is as an area that should improve over the next year because of the establishment of the Division of Strategy and Innovation, which includes two full-time librarians dedicated to assessment for the Libraries. The following are recommendations to improve the Libraries in becoming a stronger evidence-based organization:

Broad Assessment Program to Support the Strategic Plan:

- Implement KU Libraries Assessment Program
 - Improve processes for collecting, storing, managing, analyzing and sharing organizational data
 - Create a consistent structure and timeline for identify on-going or newly needed data and information collection
 - Evaluate and propose a system for storing, archiving and accessing this information
- Review metrics at Goal and Strategy levels to assist CFI leads to ensure that what is being measured is being measured. In addition, the assessment program will begin establishing support structures that assist strategy working groups, CFI's and departments to ensure systematic and consistent assessment is incorporated into workflows.
- Focus on developing more impact and outcome measures.
- Utilizing data collected during year one, establish benchmarks for library impact and outcomes to be longitudinally.

Potential Metrics for Assessing and Measuring Our Progress: Year Two

Goal 1:

- Number of librarians involved in curriculum design?
- Role in online education
- More centralized data reporting?
- # of undergraduate courses with a library or information literacy embedded component or assignment (by level, discipline, etc.)
- # of collaborative assignment or course design partnerships (by discipline, school, etc.)
- Outcome based assessment projects to measure student
- Extracurricular information literacy integration activities (service learning, undergraduate research, etc.)

Goal 2:

- KU faculty, researchers, and graduate students needs assessment (potential for development into annual survey)
- Number of data sets curated
- Number of digitization projects
- Number of external grants received by the Libraries
- Collecting data on faculty/library collaborations?

Goal 3:

- Track number of internal professional development workshops offered, number of attendees, and impact on employee development
- Survey of librarian involvement in scholarly communication?

Goal 4:

- Total dollars raised
- Number of donors
- Size of gifts

Appendix: A

July 13, 2012

KU Libraries: Strategic Directions 2012-2017

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 comprehensive fundraising 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)