

K-State Libraries: A Living Strategic Plan, 2007-2012

Progress Report March 20, 2008

Digital technology is changing the ways we discover, create, maintain, and use information and knowledge. As Kansas State University adapts to the new information world, the K-State Libraries foster a flexible, adaptable, and creative environment to meet changing needs. We provide excellent traditional library services and excel as a 21st century academic research library.

We aspire to be a leading intellectual and learning environment that anticipates and creatively fulfills the needs of our communities by funding, acquiring, and organizing a diverse array of resources and providing personalized expert assistance. **We will be the answer to the question of why libraries remain relevant in a digital world full of options.**

The K-State Libraries adopted "A Living Strategic Plan, 2007-2012" in June 2007. The plan contains five goals very broadly summarized as collections, communications/user services, digital initiatives/repository services, space, and capacity building. Within those five goals are 60 objectives. Progress is underway in many areas, but the initial implementation focus has been on Goals 1, 2, and 3. Outlined below are capsule summaries of activities, projects, and initiatives the K-State Libraries have undertaken to address our priority goals and objectives.

Goal One: Our users will find collections tailored and managed to meet their changing needs and advance the priorities of the University.

Objective 1.2. We will articulate and implement a comprehensive development and management policy for collections, providing a framework for targeting future acquisitions on user needs and institutional strengths while reducing acquisitions in other areas.

- Identified seven collection priorities; developed collections policy templates for priority areas to define collection level, scope, subjects included, formats considered, current status of collection (strengths and weaknesses), prospective digital projects, potential partnerships, and external funding opportunities.
 1. Biosecurity and food safety – comprehensive level for general collection, research level for selected public health and foreign language materials
 2. Grain Sciences and Milling – comprehensive level for general collection, research level for special collection
 3. Military History – comprehensive level for both general and special collections

4. Prairie Studies – comprehensive level for the Great Plains collection, comprehensive level for social and historical aspects of grain and beef production, research level for special collections content
5. Children’s Literature – study level for general collection, research level for critical sources within the general collection, study level for special collections materials
6. Cookery – comprehensive level for both general and special collections
7. Consumer movement – comprehensive level for both general and special collections

Note: Collection levels are defined as:

Comprehensive -- all significant works

Research -- major published materials

Study level -- core materials for general course work

- Developed collection policy templates for all subject areas and disciplines
- Initiated pilot project reducing fund allocations to 50% of standard departmental monographs budget so 50% of funds are available for timely strategic purchases
- Prioritized “wish list” of resources and purchased \$470,000 worth of electronic backfiles, databases, and sets (many are interdisciplinary in nature)
- Determined new procedures for collection management decision-making authority to coordinate operations
- Purchased platform to facilitate acquisitions of e-books; began purchase and distribution of e-books
- Reviewed and justified standing order purchases
- Reexamined and fine-tuned approval plans to align with collection priorities
- Continued "moving beyond paper" to provide more access to digital collections
- Consolidated firm order buying largely into one vendor platform and one automated workflow

Objective 1.3. We will seek realistic approaches to contain the rising acquisition and storage costs of collections.

- Participated as member of Kansas Regents Library Database Consortium; received consortial pricing on database subscriptions and services for cost savings of \$76,582 and cost avoidance of \$355,673 (through statewide purchase of Gale’s InfoTrac)
- Continued active participation in Greater Western Library Alliance (GWLA) to expand access to quality information; received consortial pricing on e-resources for cost savings of \$143,838; consortial pricing resulted in cost avoidance of \$1,079,838 on electronic journal packages
- Maintained membership in NSF EPSCoR Science Information Group; cost avoidance on electronic journal packages of \$735,808.
- Joined the LOCKSS Alliance to ensure preservation of and access to journal content
- Joined Portico electronic archiving service to ensure future access to materials

- Began the transfer of 600,000 books with biweekly shipments to the Regents Annex in Lawrence; 75,809 items accessioned by KU through March 2008

Objective 1.4. We will increase the number and range of digital resources available to our users, based on their needs.

- Continued Moving Beyond Paper project; purchased the following e-resources:
 1. 19th Century Short Title Catalog
 2. ADA Nutrition Care Manual
 3. American Accounting Assoc
 4. American Chemical Society Legacy Archives
 5. American Civil War: Letters and Diaries
 6. American Physiological Assoc Legacy Backfile
 7. Annual Reviews Backfile
 8. AnthroSource
 9. ArtStor
 10. Bibliography of Asian Studies
 11. Birds of North America
 12. CAB Abstracts backfile
 13. Cambridge Companions Complete
 14. Children's Literature Comprehensive Database
 15. Chronicle of Higher Education
 16. CIAO
 17. Communication Abstracts
 18. CQ Researcher Online + Archive
 19. Dissertations & Theses Full Text
 20. Early Encounters in North America: Peoples, Cultures, and the Environment
 21. Early English Books Online (EEBO)
 22. Environmental Issues & Policy Index
 23. Gale Virtual Reference
 24. Global Health
 25. ICPSR
 26. INSPEC backfile
 27. JCR Web
 28. JSTOR Biological Sciences
 29. Lexis Nexis Congressional Hearings Historic Archive
 30. Marketline (DBIC)
 31. Mental Measurements Yearbook
 32. Methods in Enzymology
 33. Nature Archive
 34. Naxos Music Library
 35. North American Immigrant Letters, Diaries and Oral Histories
 36. North American Indian Biographical Database
 37. North American Women's Letters and Diaries

38. Oxford Encyclopedia of Children's Literature
39. PAIS Archive
40. Project Euclid
41. PsycArticles
42. PsycCritiques
43. Royal Society of Chem (package A)
44. Sanborn Maps
45. Safari Tech Books
46. Sage ejournals package
47. Science Direct (partial)
48. Shakespeare Collection
49. Smithsonian Global Sound
50. Theatre in Video
51. Value Line Research Center
52. Web of Science 1970-1988 backfile
53. Web of Science 1945- backfile
54. Wiley Interscience package
55. Women and Social Movements

Goal 2: Our users will have seamless, user-driven access to reliable information, scholarship, and services when and where needed and have opportunities to learn how to effectively use and apply these resources.

Objective 2.1. We will enable users to interact with our services through emerging or user-familiar technologies.

- Launched IM (instant messaging) reference service through the use of the Meebo widget so patrons can IM or text message questions to librarians
- Utilized blogs to communicate information to our patrons and to solicit information from them. (*The Kansas City Star* referenced to one our "Talking in the Library" postings in an article about Grammar Girl and our blogs were also cited in an issue of *Library Journal*.)
- Installed LibX toolbar; integrates with the Mozilla Firefox browser and permits users to easily search the library catalog and other resources on the Internet
- Embedded del.icio.us social bookmarking tool into our catalog; users can tag materials and categorize them for their personal use
- Created tutorials with Captivate and Jing (screen capture software) to instruct users how to use resources and conduct searches
- Installed Google search appliance funded by students; permits quick searches for information on our website (mentioned in *Globes Online*, Israeli business daily, March 2008)
- Created Google custom searches for subject guides (ex. kinesiology page: <http://www.lib.k-state.edu/subguides/kinesiology/index.html>)

- Developed Assignment Planner (based on University of Minnesota model); provides instruction about the research process and reminders to stay on schedule
- Installed three scanners, users can (for free) email images or save to a flash drive

Objective 2.2. We will simplify access to our services and our collections.

- Started document delivery service for faculty and staff; eliminated the need for them to determine if we own articles and book chapters before requesting them via interlibrary loan services
- Implemented Rapid, an enhanced document delivery service that increases our ability to resource share with GWLA libraries, improves turnaround times and reduces processing time
- Moved interlibrary loan materials to the Circulation Desk; patrons only need to visit one desk to pick up and return library materials
- Purchased two self checkout machines; patrons can check out materials on their own at any time Hale Library is open
- Embedded GetIt button and Citation Finder to simplify patron access to full text articles; GetIt appears in Google Scholar and subscription databases
- Redesigned print and online maps and stacks guides for Hale Library
- Created permalinks for materials in our catalogs; patrons can easily link to specific items for future reference
- Installed customizable new books RSS feeds on library catalog for weekly updates about new materials

Objective 2.6. We will strengthen our outreach activities to ensure users know how the Libraries can and do serve them.

- Created consistent, uniform image to establish the Libraries as a visible, branded, recognizable resource by selecting an official name for the organization -- K-State Libraries – and an official, updated logo
- Organized and implemented naming conventions for places and services used in printed and online internal and external publications
- Designated editors to review publications to ensure all publications maintain a clear, consistent, and polished voice
- Created unit to provide graphic design services and develop policies and procedures to maintain a consistent visual identity for the K-State Libraries; unit employs two student specialists who work a combined total of 50 hours per week
- Designated coordinator to strengthen communications between staff involved in exhibits, events, programming, print publications, online publications, press releases, fund-raising, grant-writing, graphic design projects, and other outreach activities
- Identified strategies for meeting the current and future needs of our users and looked for new opportunities to do so
- Updated signage so it is simplified, professionally rendered, and clear

- Worked with University Publications to develop video tours of Hale Library for Willie's Wildcat Theater
- Increased number of library ambassadors to strengthen outreach to undergraduate students
- Continued Dow Multicultural Resources Center's (DOWMRC) outreach programs; Movies on the Grass featured four films, an electric car show and an Afro Reggae concert; librarians participated in the Manhattan community's Juneteenth celebration; hosted luncheon for Dow Chemical executives and provided tour of the DOWMRC
- Partnered with other campus entities in the World Bank initiative supporting program development at Kabul University
- Collaborated with the School of Business, Ft. Riley and Senator Pat Roberts' office to send books to Kabul University
- Engaged in numerous outreach activities with Ft. Riley community; hosted a reception for visiting Afghani soldiers; designed brochure to familiarize the Ft. Riley community with the Libraries' resources and services
- Received funding from CECD to explore barriers to providing cultural and educational opportunities for Ft. Riley soldiers and families

Goal 3: The Libraries will increasingly support the creation, discovery, sharing, and preservation of the University's unique digital academic and institutional knowledge assets.

Objective 3.1. We will define and communicate the Libraries' role in the University digital information environment, particularly our role in the creation, maintenance, preservation, storage, and sharing of the University's digital information and scholarship.

- Charged a repository services team with defining the K-State Libraries' role in the creation, discovery, sharing, and preservation of the University's unique digital academic and institutional knowledge access;
- Expanded our role as active partners on University multidisciplinary research teams; contributing our information experience to the Beef Cattle Institute Targeted Excellence Grant (creating and maintaining three web sites linked to AGNIC); and the Herbarium/Entomology Targeted Excellence Grant (creating metadata for specimens, contributing information to international database, developing federated search capabilities, and digitizing images of specimens)
- Developed new project ideas including creation of finding aids and digital archives to enhance access to special collections and university archives
- Investigated Cornell's VIVO faculty expertise database and began pilot to build research repository; capturing scholarly and research output of K-State faculty in Food Science Institute, Human Ecology, K-State Libraries, Kansas Biological Station and Konza Prairie Long-Term Ecological Research (LTER).

- Hosted Cornell University and ICPSR's *Digital Preservation Management: Implementing Short-term Strategies for Long-term Problems* workshop; five participants from K-State Libraries attended
- Moved forward with plans to develop a library-based data commons to serve the campus community

Objective 3.2. We will advocate open access and fair use principles on campus, leading the development of forums and tools to raise awareness about scholarly communication issues and promote alternatives to traditional publishing models.

- Launched New Prairie Press, an online publishing venture; identified two charter journals: the Online Journal of Rural Research & Policy, and The Baltic International Yearbook of Cognition, Logic and Communication (first annual issue to be launched in May 2008).
- Secured a virtual private server from a commercial Web hosting firm and established a domain name (newprairiepress.org)
- Installed Open Journal Systems software to manage the full journal publishing lifecycle, from submission through publication to archiving
- Met with teaching faculty to raise awareness about the importance of open and affordable access to scholarly publications, the purpose and function of institutional repositories, issues surrounding author's rights and copyright, new models of publishing, and relevant policies, legislation, and advocacy

Goal 4: Our users will find innovative and welcoming learning spaces, both physical and virtual, that stimulates learning, continually respond to user needs, and enrich the library experience.

Objective 4.3. We will repurpose and renovate space in the main Library to make it more inviting and navigable to our users and to facilitate emerging needs for space.

- Consolidated IT to one publicly accessible space
- Expanded special collections and archives area, including new workspace for processing of unique K-State collections
- Opened the Bookend Café
- Repurposed Room 301 to provide electronic classroom capabilities
- Remodeled Hemisphere Room to provide electronic classroom capabilities, and better transmission for broadcast of lectures
- Created dedicated soft seating space by service desk on 1st Floor, after relocation and removal of science reference materials; moved 72% of print science reference materials to the circulating collection
- Moved programming unit of Digital Initiatives Department staff to Room 413
- Explored possibilities for creating single service point on 2nd Floor; initiated design and feasibility studies

Objective 4.7. We will develop and deliver cultural outreach programs that promote learning and discovery.

- Celebrated American Archives Month (first time we have participated); presented "The University Archives: Preserving K-State's Legacy;" open house accompanied presentation
- Presented "A Voice in the Wilderness: Don Drenner and His Magical Kansas Press," a presentation by H. Craig Miner, professor of history at Wichita State University; accompanying exhibit
- Hosted Andrea Broomfield lecture; featured her research using our cookery collection
- Dedicated David J. Williams Science Fiction, Fantasy, and Horror Collection; week long celebration included a short story contest, movies, and "Science Fiction as a Mirror for Reality," a presentation by award-winning science fiction author Robert J. Sawyer; accompanied by exhibit of items in the Williams Collection
- Opened exhibit "Faculty Writes: Books, 1863-1963;" remarks and reception accompanied exhibit
- Collaborated with Friends of the K-State Libraries to host concerts and the Library Gala; collaborated with Friends and the ATID department to host Nellie Don movie event
- Re-established our diversity team (LINC - Libraries' Inclusiveness Committee) and new goals. LINC, or individual members, have represented the Libraries' in campus initiatives such as attending the Tilford Conference and MLK activities, contributing to the strategic plan for diversity, communicating updates regularly to staff and faculty, and conducting diversity exercises. The Libraries will be participating in an Organizational and Climate Diversity Assessment survey next month. Results are used to develop a "healthy organization" in which issues of fairness, diversity and improving customer service are thought to be interrelated.

Goal 5: Our internal capacity will expand so we can deliver 21st-century library and information services aligned with the University's missions and academic priorities.

Objective 5.3. We will routinely assess and improve our core work processes and organizational design to ensure they are adaptable, efficient, and staffed to meet our mission and goals in today's environment.

- Developed new chart of accounts for tracking financial information
- Completed departmental zero-based budgets for the first time
- Installed new fund accounting software package, and began using it for entry for all funds, including Foundation

- Produced monthly financial reports, actual and budgeted figures, for use in planning and strategic decision making
- Convened a workflow analysis group to develop the ideal workflow within the library and University community for information of all types
- Identified the types of information available currently and in the future
- Outlined a workflow process at the highest levels of authority and responsibility
- Identified core values (assessment, lack of bottlenecks, transparent, empowered and accountable)
- Redefined role of librarian from mediator to educator, and explored consequences of new definition
- Produced a workflow diagram that works for all types of information
- Implemented Verde system to track the process of acquiring, licensing, reviewing, and renewing electronic resources

Objective 5.4. We will replenish, develop, and retain a talented, diverse staff capable of meeting the challenges posed in today's academic libraries, with a focus on competencies at the highest risk of depletion or for which we have major gaps in capacity.

- Hired new staff in 2007:
 - Jessica Bailey, LA II in Interlibrary Loan Services
 - Kevin Champion, DOWMRC reference generalist
 - Eric Crenshaw, Systems Specialist
 - Lauralea Cox, accountant II
 - Maxine Ganske in Architecture
 - Susan Keller, financial services
 - Dhanushka Samarakoon, Programmer
- Recruited new library faculty
 - Thomas Bell, performing arts librarian, Youngstown State University
 - Jenny McCraw, instructional design librarian, recent UNC graduate
 - Jenny Oleen, science librarian, Murray State University
 - Elisabeth Pankl, humanities librarian, Louisiana State University
 - Antoinette Satterfield, government resources librarian, recent UNC graduate
 - Jane Schillie, associate dean, University of Miami
 - Danielle Theiss-White, general reference unit head, Emory University

Objective 5.5. We will provide continuous learning opportunities for all staff to ensure that every staff member has the opportunity to keep up with developments in their field and develop practical skills needed by the Libraries.

- Presented workshops on the following topics:
 - Family and Medical Leave Act
 - Sexual Harassment Awareness

- Supervisor's Summer Survival Skills
- Behavioral Interviewing
- Time of Your Life (Time Management)
- Performance Improvement Training
- Legal Issues for Supervisors
- How to Bring out the Better Side of People
- Effective Delegation
- Managing Student Employment - student supervisors
- Legal Issues for Supervisors of Students
- Diversity Training by Juanita Cox Burton on 9/19 and follow-up workshops
- Provided funding for numerous staff to attend workshops, seminars, professional association conferences and membership meetings; analyzed and allocated funds in accordance with strategic goals and objectives

With our strategic plan, we are setting the K-State Libraries' course as the academic research libraries that support the needs of our users. We are working constantly to achieve our goals, actively monitoring and improving our progress. This is the core idea of our living strategic plan: goals and objectives vibrant and forward-thinking enough to allow for the evolution of the environment in which we exist. Our efforts will create a legacy of excellence in service to our communities, our University, and our state. An excellent university requires an excellent library.

The K-State Libraries Strategic Plan 2007-2012 can be viewed in its entirety at <http://www.lib.ksu.edu/geninfo/plan/>.

Respectfully submitted by Jane Schillie, Associate Dean