



**K-State 2025 Strategic Action and Alignment Plan**  
**College or Major Unit: Kansas State University Libraries**  
**Department: Undergraduate and Community Services**

**1. What are your Department’s mission and vision and how does your organization contribute to achieving the University’s and your College’s/Major Unit’s vision for K-State 2025?**

- **Mission Statement:** The Libraries’ Undergraduate and Community Services Department teaches the university’s undergraduate students and residents of Kansas skills for investigating, evaluating, and using information in pursuit of meaningful learning, active participation in society, and effective decision making and planning.
- **Vision Statement:** The Libraries’ Undergraduate and Community Services Department will be recognized by faculty and administrators as an essential partner in student success and community engagement.

In support of the University’s and the Libraries’ vision for K-State 2025, the Undergraduate and Community Services Department will contribute directly to increases in first to second year retention rates, to improvements in 6-year undergraduate graduation rates, and efforts to increase the percentage of undergraduates in high impact educational programming.

**2. What are your Department’s key strategic activities and outcomes?**

**3. Identify [in brackets] which of your Department’s strategic outcomes are directly linked to your College’s/Major Unit’s outcomes. (If your Department or similar unit is not in a College or Major Unit, skip this question.)**

Key Activities	Short Term (2013 - 2015) Key Outcomes	Intermediate (2016 - 2020) Key Outcomes	Long Term (2021 - 2025) Key Outcomes
<i>What we plan to do...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>
UCS-1: Collaborate with Kansas State University faculty and graduate students to <b>integrate research-related skills into undergraduate curricula</b> [L2, L2-6]	UCS1-A: Lessons that advance undergraduates’ research-related skills are present in at least one undergraduate course in 25% of major and minor degree programs [L2, L2-6]	UCS1-B: Lessons that advance undergraduates’ research-related skills are present in at least one undergraduate course in 50% of major and minor degree programs [L2, L2-6]	UCS1-C: Lessons that advance undergraduates’ research-related skills are present in at least one undergraduate course in 75% of major and minor degree programs [L2, L2-6]
UCS-2: <b>Support the university’s programmatic undergraduate research and domestic service learning</b> initiatives through means such as ongoing mentoring, customized group instruction in research skills, or direct participation in projects [L2-6, L3]	UCS2-A: Partnerships with groups developing undergraduate research initiatives are established [L2-6, L2-C]  UCS2-B: Partnerships with groups developing domestic service learning projects are established [L3, L2-B, L2-G, L2-K]	UCS2-C: Each year at least 25% of all undergraduates participating in programmatic research interact with a librarian [L2-6]  UCS2-D: The UCS department has direct participation in at least two domestic service learning projects per year [L3, L2-B, L2-G, L2-K]	UCS2-E: Each year at least 75% of all undergraduates participating in programmatic research interact with a librarian [L2-6]  UCS2-F: The UCS department has direct participation in at least four domestic service learning projects per year [L3, L2-B, L2-G, L2-K]

UCS-3: As a leading member of the New Literacies Alliance, <b>develop online, adaptive modules to help students gain information literacy and digital literacy</b> competencies [L2-3, L2-7]	UCS3-A: Seven core modules of the NLA project are complete and cross-campus partnerships have begun in order to determine a process for implementation in targeted K-State 8 classes [L2-3, L2-7, L2-A, L2-F, L2-J]	UCS3-B: NLA modules are implemented in at least 25% of targeted K-State 8 classes [L2-3, L2-7, L2-A, L2-F, L2-J]	UCS3-C: Implementation of NLA modules expands to at least 75% of targeted K-State 8 classes [L2-3, L2-7, L2-A, L2-F, L2-J]
UCS-4: Partner with student services offices and academic departments to develop targeted programming, lessons, and promotional materials that <b>inspire undergraduates to make use of K-State Libraries' research resources</b> [L2, L3-1]	UCS4-A: At least 25% of all new undergraduates participate in at least one of the Libraries' programs or events [L3-1, L3-A, L3-D, L3-G]  UCS4-B: By the end of their first semester, at least 30% of all new undergraduates have utilized a library service or resource [L2]	UCS4-C: At least 50% of all new undergraduates participate in at least one of the Libraries' programs or events [L3-1, L3-A, L3-D, L3-G]  UCS4-D: By the end of their first semester, at least 50% of all new undergraduates have utilized a library service or resource [L2]	UCS4-E: At least 75% of all new undergraduates participate in at least one of the Libraries' programs or events [L3-1, L3-A, L3-D, L3-G]  UCS4-F: By the end of their first semester, at least 75% of all new undergraduates have utilized a library service or resource [L2]
UCS-5: Create instructional resources and provide direct assistance to help undergraduates develop artifacts (e.g., posters, papers, videos, websites) of their creative and research activity and archive them in the <b>K-State Research Exchange (K-REx)</b> [L1-5, L2]	UCS5-A: Each year at least 50 undergraduates archive artifacts in K-REx [L1-5, L2, L1C, L1I]	UCS5-B: Each year at least 150 undergraduates archive artifacts in K-REx [L1-5, L2, L1C, L1I]	UCS5-C: Each year at least 300 undergraduates archive artifacts in K-REx [L1-5, L2, L1C, L1I]
UCS-6: Partner with campus colleagues to develop library-related programs and services for <b>undergraduate international students and undergraduate domestic students studying and traveling abroad</b> [L2-5]	UCS6-A: UCS staff are integrated into at least 15% of study abroad programs and international service learning projects to provide academic support and access to quality online resources [L2-5, L2-B, L2-G, L2-K]  UCS6-B: A partnership with the English Language Program has been established in order to develop a plan for implementing use of NLA modules [L2-5]	UCS6-C: UCS staff are integrated into at least 30% of study abroad programs and international service learning projects to provide academic support and access to quality online resources [L2-5, L2-B, L2-G, L2-K]  UCS6-D: At least 25% of international students participating in the English Language Program have completed the NLA modules [L2-5]	UCS6-E: UCS staff are integrated into at least 50% of study abroad programs and international service learning projects to provide academic support and access to quality online resources [L2-5, L2-B, L2-G, L2-K]  UCS6-F: At least 75% of international students participating in the English Language Program have completed the NLA modules [L2-5]
UCS-7: Conduct ongoing assessment to <b>adapt the Libraries' in-person service model</b> to patrons' information seeking needs and preferences [L2]	UCS7-A: 2014 LibQual results for Affect of Service are equal to or superior to 2011 results and the percent of questions answered by unclassified staff that are reference questions has risen to at least 60%.	UCS7-B: 2017 and 2020 LibQual results for Affect of Service are equal to or superior to 2011 results and the percent of questions answered by unclassified staff that are reference questions has risen to at least 75%.	UCS7-C: 2023 LibQual results for Affect of Service are equal to or superior to 2011 results and the percent of questions answered by unclassified staff that are reference questions has risen to at least 90%.
UCS-8: Expand partnership with the Academic Learning Center (ALC: athletics) to provide services and resources to <b>support and assess the academic success of student athletes</b> [L2-7]	UCS8-A: A partnership with the Academic Learning Center has been established in order to develop a plan for implementing use of NLA modules [L2-7, L2-E, L2-I, L2-L]	UCS8-B: At least 25% of student athletes complete the NLA modules [L2-7, L2-E, L2-I, L2-L]	UCS8-C: At least 75% of student athletes complete the NLA modules [L2-7, L2-E, L2-I, L2-L]
UCS-9: Provide reference, research assistance, and/or instruction <b>support for residents of Kansas</b> who are not affiliated with Kansas State University [L3-2]	UCS9-A: Each year at least 100 Kansans who are not affiliated with K-State have received instruction or have participated in an event facilitated by the UCS Department [L3-1, L3-2, L3-A, L3-D, L3-G]	UCS9-C: Each year at least 200 Kansans who are not affiliated with K-State have received instruction or have participated in an event facilitated by the UCS Department [L3-1, L3-2, L3-A, L3-D, L3-G]	UCS9-E: Each year at least 300 Kansans who are not affiliated with K-State have received instruction or have participated in an event facilitated by the UCS Department [L3-1, L3-2, L3-A, L3-D, L3-G]

	UCS9-B: Each year at least 200 school-aged children have participated in instruction or events coordinated by the UCS Department [L3-1, L3-2, L3-A, L3-D, L3-G]	UCS9-D:: Each year at least 400 school-aged children have participated in instruction or events coordinated by the UCS Department [L3-1, L3-2, L3-A, L3-D, L3-G]	UCS9-F:: Each year at least 600 school-aged children have participated in instruction or events coordinated by the UCS Department [L3-1, L3-2, L3-A, L3-D, L3-G]
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**4a. What resources and/or opportunities exist for your Department to achieve its vision and outcomes?**

UCS' librarians and staff are highly user-centered and have a wealth of experience, creativity and enthusiasm for helping undergraduates and members of the community.

The Libraries' implementation of LibGuides, a Frequently Asked Questions database, and a Web Scale Discovery System (SearchIt) has reduced our patrons need to seek in-person assistance for a large number of information seeking problems. Similarly, our Self-Check machines provide an opportunity for us to reduce the need for patrons to use in-person assistance for borrowing our materials. As we continue to optimize these systems, it is expected that the number of hours UCS' staff dedicate to one-on-one assistance will decrease. This, in turn, will provide time for development of services and resources specifically targeted to the key activities and outcomes outlined in our plan.

Many of UCS' Librarians and staff are active members of University-wide committees and task forces. These roles provide us with opportunities to advocate for our vision and to gain support for strategic projects.

**4b. What resources and/or opportunities are needed for your Department to achieve its vision and outcomes?**

To reach a significant portion of K-State's undergraduate population, we need to develop a series of online instructional modules that capture students' interest and adapt to their level of knowledge. With these modules in place, we can focus our time and attention on the long tail of the highly idiosyncratic and advanced research-skills needed by the full spectrum of disciplines at K-State. To develop these modules we need to maintain our current number of staff dedicated to the development of these modules. In addition, we need to gain dedicated programming support and dedicated project management support. This support could potentially come from other libraries in Kansas. If we were to supply these positions locally, the estimated cost would be \$100,000 per year.

To acquire the evidence we need to make strategic decisions about which online supports to develop and which curricula to target for in-depth instructional assistance, we need to acquire a transaction recording system that will support tagging. To measure our progress toward achieving our outcomes, we need to develop a comprehensive, integrated assessment plan and tracking system. Both of these needs could be significantly supported by acquiring LibAnalytics, which costs about \$1,500 per year.

**5. How do you propose to acquire the resources needed for your Department to accomplish its vision and outcomes?**

We propose to acquire needed resources from internal and external funds aligned with projects or programs to which the resources would be applied.

**6. How does your plan link to the K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics? (See below)**

**6. Departmental Links to K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics**

Links to Benchmark Metrics
B-6 - Freshman-to-sophomore retention rate B-7 - Six-year graduation rate B-8 - Percent of undergraduate students involved in research

Links to Common Elements
CE-1 - Communications and Marketing CE-2 - Culture CE-3 - Diversity CE-4 - External Constituents CE-6 - International

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
<b>T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)</b>	T1-F - Enhanced and systematic approach for UG research  T1-H - Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities	T1-M - Increased participation by undergraduates in expanded opportunities in research	T1-Q - Competitive amongst our peers in the percentage of undergraduates involved in research
<b>T2 - Undergraduate Educational Experience (UEE)</b>  <b>Theme 2 Metrics:</b> T2-7 - Student satisfaction and utilization rates	T2-B - Engaged students benefitting from high impact educational practices used by excellent faculty and staff across the university  T2-C - Increased participation by undergraduates in expanded opportunities for meaningful research  T2-D - Successful integration of undergraduate education and meaningful research is standard practice  T2-G - Successful recruitment and retention strategies that address our entire student population  T2-H - Improved six-year graduation rates and retention ratios	T2-I - Integrated learning communities experienced by students, faculty, and staff that promote student success within a culture of excellence  T2-M - Increased undergraduate contributions in the creation of scholarship through research  T2-N - Ongoing improvement of six-year graduation rates and retention ratios	T2-O - An undergraduate educational experience recognized as one of the best among the nation's Top 50 Public Research Universities  T2-Q - Freshman to Sophomore retention ratios comparable to benchmark institutions  T2-R - Six-Year graduation rates comparable to benchmark institutions

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
<p><b>T4 - Engagement, Extension, Outreach and Service</b></p> <p><b>Theme 4 Metrics:</b> T4-5 - # of participants involved in community-based research and outreach projects</p>	<p>T4-A - Enhanced integration between academics and student service learning</p> <p>T4-B - Increased participation by undergraduates in expanded opportunities for meaningful Engagement experiences</p> <p>T4-D - Increased numbers and diversity of faculty and staff participating in Engagement</p> <p>T4-F - Recognition as leaders in Engagement within our state and nation</p> <p>T4-G - Enhanced visibility and appreciation for Engagement and its interconnectedness with research and education within our university community</p>	<p>T4-K - Increased appreciation by K-State graduates for lifelong involvement in engagement and service</p> <p>T4-M - Preferred destination for faculty, staff, and students who value Engagement as integral to their academic and personal lives</p>	<p>T4-N - Nationally recognized as a leader in and model for a re-invented and transformed land -grant university integrating research, education, and engagement</p>
<p><b>T7 - Athletics</b></p>	<p>T7-A - Outstanding academic and athletic success by our student-athletes</p> <p>T7-C - Enhanced integration between academics and athletics</p>	<p>T7-G - Outstanding student-athletes prepared to excel in their chosen careers and community and personal lives</p>	<p>T7-J - Recognized leader in integrating academics and athletics</p>