



K-State 2025 Strategic Direction Action Plan and Alignment Template for K-State Libraries

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

Mission Statement: K-State Libraries: Elevating Academic Success

Vision Statement: We manifest the land-grant values and rich history of our university. We elevate academic success as an integral partner in research, learning, and discovery. We advocate for our campus and our community, connect their imaginations to information, and number their successes among our own.

This mission and vision supports K-State 2025 **by developing K-State Libraries as the central place for discovery** through providing resources and support for the teaching, research, and service of Kansas State University and the citizens of Kansas.

2. What are your College's/Major Unit's/Department's key activities and outcomes and how do they link to K-State 2025 themes/common elements and outcomes? Identify the University metrics that directly link with your plan in brackets. (If your plan includes more than one theme or goal with specified activities and outcomes, you may repeat the table as necessary)

CODES:

- L1, L1-A, etc., are specific K-State Libraries activities and outcomes
- L-ARL refers to an ARL Metric, recognized as a national benchmark
- ACRL 1.1, etc., refers to the Association of College and Research Libraries Standards for Libraries in Higher Education: see www.ala.org/acrl/standards/standardslibraries for these links

Key Activities	Short Term (1 to 5 Years)	Intermediate (6 to 10 Years)	Long Term (11 to 15 Years)
	Key Outcomes	Key Outcomes	Key Outcomes
<p><i>Theme L-1: K-State Libraries will be a partner in enhancing the research reputation of K-State by developing supportive services and collections. [T-1, T-3]</i></p> <ol style="list-style-type: none"> 1. Assess and align content development and management strategies with current and emerging research needs, emphasizing e-resources and Special Collections [ACRL 5.1] 2. Identify an appropriate collection assessment and comparison tool to benchmark our current collections against peers and to set collection 	<p>L1-A: Raise 50% of capital campaign goal to increase the acquisition endowment by \$3 million plus \$1 million expendable [B-2]</p>	<p>L1-F: Raise remaining 50% of capital campaign goal to increase acquisitions funds [B-2]</p> <p>L1-G: Achieve 60-70% of additional funding needed to provide collections matching or exceeding benchmark institutions;</p>	<p>L1-L: Complete comprehensive collection building that matches or exceeds benchmark</p>

<p>development goals (both size of collection and budget) [T1-4, ACRL 7.5, 7.6]</p> <p>3. Build relationships with interdisciplinary research activities on campus to collaborate in establishing RSCAD clusters/centers housed in and/or supported by the Libraries. [T1-1]</p> <p>4. Monitor the Libraries' progress towards meeting the membership criteria of the Association of Research Libraries [L-ARL, ACRL 7.4]</p> <p>5. Expand open access activities in the areas of access to scholarship, data curation and digital preservation [T1-4, ACRL 5.3, 5.4]</p> <p>6. Develop research opportunities for graduate students that maximize the collection strengths of the K-State Libraries [T3-5]</p> <p>7. Utilize LibQual+ ® to obtain user feedback concerning collections and access planning on a basic three year cycle [ACRL 2.5]</p>	<p>L1-B: Improve our current collection counts and budget in the ARL membership index from the bottom half of the lower quartile to the top half [L-ARL]</p> <p>L1-C: Double the size of the K-REx collections from 2012 numbers by 2015 [T1-4]</p> <p>L1-D: Increase number of faculty and graduate students contributing to K-REx by 20% [T1-4]</p> <p>L1-E: Offer one graduate research award annually of \$25,000 through funds raised in capital campaign [T3-2]</p> <p>LibQual survey in 2014</p>	<p>begin adding those collections [L-ARL]</p> <p>L1-H: Improve ARL membership index numbers from top half of lower quartile to top of lower quartile [L-ARL]</p> <p>L1-I: Double the size of the K-REx collections from 2015 numbers by 2020 [T1-4]</p> <p>L1-J: Increase number of faculty and graduate students contributing to K-REx by 20% [T1-4]</p> <p>L1-K: Increase graduate research awards from 1 to 2 at \$25,000 each annually through funds raised in capital campaign [T3-2]</p> <p>LibQual in 2017</p>	<p>institutions and continue to monitor evolving university research needs [L-ARL]</p> <p>L1-M: Improve ARL membership index numbers from top of lower quartile to bottom half of third quartile [L-ARL]</p> <p>LibQual in 2020, 2023</p>
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Key Activities	Short Term (1 to 5 Years)	Intermediate (6 to 10 Years)	Long Term (11 to 15 Years)
	Key Outcomes	Key Outcomes	Key Outcomes
<p>Theme L-2: K-State Libraries will build on our culture of teaching and learning that promotes and supports student success and establishes a community of learners in library physical and online spaces. [T-2, T-7]</p> <ol style="list-style-type: none"> Incorporate systematic and consistent assessment of student learning into library undergraduate and graduate instruction activities [ACRL 1.2] Incorporate questions regarding library instruction into current TEVAL system [T2-7, ACRL 1.1] Develop and test proof of concept for CODDL (Council of Deans and Directors of Libraries) information literacy modules and implement modules in regents libraries [ACRL 3.1, 3.3, 3.4, 4.2, 4.3, 4.4] Incorporate systematic and consistent assessment of library instructor effectiveness into library undergraduate and graduate instruction activities [ACRL 1.5, 3.2] Partner with campus colleagues to develop library-related programs and services for international students and domestic students studying and traveling abroad [T2-1, ACRL 1.1] 	<p>L2-A: Implement use of CODDL information literacy modules in 25% of targeted K-State 8 classes</p> <p>L2-B: Librarians are integrated into 25% of study abroad/service learning programs to provide academic support and access to quality online resources [T2-1]</p>	<p>L2-F: Use of CODDL information literacy modules grows from 25% to 50% implementation in targeted K-State 8 classes.</p> <p>L2-G: Librarians are integrated into 50% of study abroad/service learning programs to provide academic support and access to quality online resources [T2-1]</p>	<p>L2-J: Use of CODDL information literacy modules grows from 50% to 75% implementation in targeted K-State 8 classes.</p> <p>L2-K: Librarians are integrated into 75% of study abroad/service learning programs to provide academic support and access to quality online resources [T2-1]</p>

<p>6. Increase engagement with Student Life and Undergraduate Studies programs including active participation in the development of a proposed student success center, start-up of an undergraduate journal, and launch of library research fellowship program [T2-4, ACRL 1.6]</p> <p>7. Expand partnership with the Academic Learning Center (ALC: athletics) to provide services and resources to support and assess academic success of student athletes [T7-?]</p>	<p>L2-C: Two undergraduate journals in e-publication [B-8]</p> <p>L2-D: Raise funds for 2 \$10,000 library undergraduate research fellowships funded annually through capital campaign [T2-3]</p> <p>L2-E: 25% of student athletes complete CODDL information literacy modules [T7-?]</p>	<p>L2-H: Raise funds for an additional 3 \$10,000 undergraduate research fellowships funded annually through capital campaign [T2-3]</p> <p>L2-I: 50% of student athletes complete CODDL information literacy modules [T7-?]</p>	<p>L2-L: 75% of student athletes complete CODDL information literacy modules [T7-?]</p>
<p style="text-align: center;">Key Activities</p>	<p style="text-align: center;">Short Term (1 to 5 Years)</p>	<p style="text-align: center;">Intermediate (6 to 10 Years)</p>	<p style="text-align: center;">Long Term (11 to 15 Years)</p>
	<p style="text-align: center;">Key Outcomes</p>	<p style="text-align: center;">Key Outcomes</p>	<p style="text-align: center;">Key Outcomes</p>
<p><i>Theme L-3: K-State Libraries will increase visibility and understanding of staff, roles, services, collections, and programs of the Libraries to promote the added value that libraries and librarians bring to engagement. [T-4]</i></p> <p>1. Develop a dynamic communications and marketing plan that identifies and targets audiences and deploys mass and social media [CE-1, ACRL 9.1]</p> <p>2. Partner with CECD and Research/Extension to provide library services state wide and provide access to unique resources not available on line [T4-5, ACRL 2.6]</p> <p>3. Offer citizens of Kansas community research and learning awards to use library collections [T4-5 ACRL 4.1]</p>	<p>L3-A: 10% increase in campus and community participation in library sponsored programs and social media outlets [T4-4, T4-5]</p> <p>L3-B: 2-4 awards given annually [T4-4, T4-5]</p>	<p>L3-D: 10% increase in campus and community participation in library sponsor programs and social media outlets [T4-4, T4-5]</p> <p>L3-E: 3-5 awards given annually [T4-4, T4-5]</p>	<p>L3-G: 10% increase in campus and community participation in library sponsor programs and social media outlets [T4-4, T4-5]</p> <p>L3-H: 3-5 awards given annually [T4-4, T4-5]</p>

<p>4. Provide resources in partnership with State Library of Kansas to maintain a suite of statewide databases available to all Kansas citizens [T4-3, ACRL 7.5]</p> <p>5. Expand and promote Creativity Illuminated Series with Beach Museum, McCain, and other partners [T4-5, ACRL 9.3]</p> <p>6. Use the ACRL Standards for Libraries in Higher Education to assess our role as university partners and leaders in learning, assessment, and meeting the mission of the university and metrics in this plan against our peer institutions (www.ala.org/acrl/standards/standardslibraries)</p>	<p>L3-C: Grow Creativity Illuminated endowment from \$50,000 to \$250,000 through capital campaign [T4-2]</p> <p>Initiate a benchmark project, based on the standards, that compare our peer institutions on qualitative aspects, building on existing quantitative comparisons</p>	<p>L3-F: Grow CI endowment from \$250,000 to \$600,000 through capital campaign [T4-2]</p>	
Key Activities	Short Term (1 to 5 Years)	Intermediate (6 to 10 Years)	Long Term (11 to 15 Years)
	Key Outcomes	Key Outcomes	Key Outcomes
<p><i>Theme L-4: K-State Libraries will balance the need for physical library space for collections, study, teaching and learning, operations and other user-driven functions and activities. [T-6]</i></p> <p>1. Analyze collection use to determine relevance, immediacy of need, and other factors and determine appropriate locations of collections to maximize access and use of campus space [T6-5, ACRL 6.8]</p> <p>2. Monitor library physical plants with attention to sustainability, deferred maintenance, collection security and preservation, and technology infrastructure [T6-3, CE-7, ACRL</p>	<p>L4-A: Complete move of collections to airport annex by summer 2014</p> <p>L4-B: Increase operating/deferred maintenance budget by \$100,000 annually beginning in FY14 [T6-3]</p>		

<p>6.3]</p> <p>3. Expand Hale Library instructional space and improve current spaces [T6-1 ACRL 6.5]</p> <p>4. Continue to balance individual and group study space in Hale Library to accommodate variety of student needs [T6-5, ACRL 6.7]</p> <p>5. Continue using LibQual (see Theme 1) to determine user responses to space and environmental needs</p>	<p>L4-C: Increase seating for instructional rooms/spaces by 25%</p> <p>L4-D: Increase general study seating from 7% to 15% of undergraduate FTE</p> <p>L4-E: Raise 50% of capital campaign goal for instructional facilities (\$250,000) [T6-2]</p> <p>L4-F: Increase graduate study seating from 12% to 20% of graduate FTE</p> <p>L4-G: Raise 40% of capital campaign goal for graduate study space (\$100,000) [T6-2]</p>	<p>L4-H: Increase general study seating from 15% to 20% of undergraduate FTE</p> <p>L4-I: Raise remaining 50% of goal for instructional facilities [T6-2]</p> <p>L4-J: Increase graduate study seating from 20% to 30% of graduate FTE</p> <p>L4-K: Raise remaining 60% of goal for graduate study space [T6-2]</p>	
<p>Key Activities</p>	<p>Short Term (1 to 5 Years)</p>	<p>Intermediate (6 to 10 Years)</p>	<p>Long Term (11 to 15 Years)</p>
	<p>Key Outcomes</p>	<p>Key Outcomes</p>	<p>Key Outcomes</p>
<p>Theme L-5: K-State Libraries will recruit and retain a talented, diverse staff that is recognized for anticipating and meeting changing user needs and advancing the Top 50 goal. [T-5, T-2]</p> <p>1. Perform compensation and staffing level analysis to establish comparison levels with peer and aspirational institutions through the Big 12 and ARL salary survey data. [T5-3, ACRL 8.1]</p>	<p>L5-A: Salary budget increased by .5 million [T5-3]</p> <p>L5-B: Staff numbers restored to 2007 levels [T5-5, T5-6]</p>	<p>L5-J: Salary budget increased by .5 million [T5-3]</p> <p>L5-K: Increase staff positions by an additional 10% while continuing to hire strategically [T5-5, T5-6]</p>	<p>L5-R: Salary budget increased by .5 million [T5-3]</p> <p>L5-S: Increase staff positions by an additional 10% while continuing to hire strategically [T5-5, T5-6]</p>

<p>2. Implement improvements to the recruitment and hiring process with special focus on increasing staff diversity. [T5-5, T5-6]</p> <p>3. Establish two endowed positions—Dean of Libraries and University Archivist—through the capital campaign [T5-2]</p> <p>4. Develop and implement program for student employees with a view towards maintaining a long-term relationship and giving them a value-added experience. [T2-4]</p> <p>5. Develop and implement program for interested staff to support their educational and professional development goals. [T5-7, ACRL 8.2]</p> <p>6. Create “virtual internships” with library school programs to leverage distance programs and provide learning/working experiences for students</p> <p>7. Monitor situation with classified employment system and set new</p>	<p>L5-C: Reduce time from posting to hire by 25%</p> <p>L5-D: Based on institutional data, increase staff diversity by 10% [T5-5, T5-6]</p> <p>L5-E: Secure funds for \$1 million endowment for named University Archivist position through the capital campaign [T5-2]</p> <p>L5-F: Establish scholarship fund for students to obtain MLS or other relevant degrees and grant 2 scholarships [T2-3]</p> <p>L5-G: Raise funds to support 2 undergraduate diversity intern awards of \$25,000 ea. [T2-3]</p> <p>L5-H: 50% of classified staff professional development allocation expended</p> <p>L5-I: 2 internships established</p>	<p>L5-L: Reduce time from posting to hire by an additional 10%</p> <p>L5-M: Based on institutional data, increase staff diversity by 10% [T5-5, T5-6]</p> <p>L5-N: Secure funds for \$5 million endowment for named Dean of Libraries position through the capital campaign [T5-2]</p> <p>L5-O: Expand scholarships from 2 to 4 [T2-3]</p> <p>L5-P: 75% of classified staff professional development allocation expended</p> <p>L5-Q: Expand internships from 2-4</p>	<p>L5-T: Based on institutional data, increase staff diversity by 10% [T5-5, T5-6]</p> <p>100% of classified staff professional development allocation expended</p>
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goals accordingly, for training, development, workflows, and compensation [T5-7]			
2025 Linkages			
2025 Common Elements/Themes	Short Term (1 to 5 Years) 2025 Key Outcomes	Intermediate (6 to 10 Years) 2025 Key Outcomes	Long Term (11 to 15 Years) 2025 Key Outcomes
<p>Thematic Goal I: Research, Scholarly and Creative Activities, and Discovery (RSCAD)</p> <p>Create a culture of excellence that results in flourishing, sustainable, and widely recognized research, scholarly and creative activities, and discovery in a variety of disciplines and endeavors that benefit society as a whole.</p>	<p>T1-A Increased intellectual and financial capital to support RSCAD</p> <p>T1-B More clusters/centers of collaborative RSCAD focus</p> <p>T1-F Enhanced and systematic approach for UG research</p> <p>T1-H Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities</p>	<p>T1-I Intellectual and financial capital in place for expanded RSCAD efforts</p> <p>T1-K Nationally and internationally recognized research centers</p> <p>T1-M Increased participation by undergraduates in expanded opportunities in research</p>	<p>T1-Q Competitive amongst our peers in the percentage of undergraduates involved in research</p>
<p>Thematic Goal II: Undergraduate Educational Experience</p> <p>Build a connected diverse, empowered, engaged, participatory culture of learning and excellence that promotes undergraduate student success and prepares students for their professional, community, social, and personal lives.</p>	<p>T2-B Engaged students benefitting from high impact educational practices used by excellent faculty and staff across the university</p> <p>T2-C Increased participation by undergraduates in expanded opportunities for meaningful research</p> <p>T2-G Successful recruitment and retention strategies that address our entire student population</p> <p>T2-H Improved six-year graduation rates and retention ratios</p>	<p>T2-I Integrated learning communities experienced by students, faculty, and staff that promote student success within a culture of excellence</p> <p>T2-L All UG students engaged in a diversity of experiences that expand their viewpoint</p> <p>T2-M Increased undergraduate contributions in the creation of scholarship through research</p> <p>T2-N Ongoing improvement of six-year graduation rates and retention ratios</p>	<p>T2-O An undergraduate educational experience recognized as one of the best among the nation's Top 50 Public Research Universities</p> <p>T2-Q Freshman to Sophomore retention ratios comparable to benchmark institutions</p> <p>T2-R Six-Year graduation rates comparable to benchmark institutions</p>
<p>Thematic Goal III: Graduate Scholarly Experience</p>	<p>T3-C Engaged graduate students integrated in university life with enhanced visibility and</p>	<p>T3-I Increased participation by our graduate students in unique high level learning and experiential</p>	<p>T3-O World-class reputation as a preferred destination for outstanding graduate students</p>

<p>Advance a culture of excellence that attracts highly talented, diverse graduate students and produces graduates recognized as outstanding in their respective professions.</p>	<p>appreciation</p> <p>T3-F Increased capacity to secure funding for graduate research and teaching</p>	<p>training</p> <p>T3-J Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment</p> <p>T3-K Increased funding for graduate research and teaching</p>	<p>T3-P Stable funding for graduate research and teaching competitive with benchmark institutions</p>
<p>Thematic Goal IV: Engagement, Extension, Outreach and Service</p> <p>Be a national leader and model for a re-invented and transformed public research land-grant university integrating research, education, and engagement. [Engagement refers to all EEOS (engagement, extension, outreach, and service)]</p>	<p>T4-C Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide</p> <p>T4-D Increased numbers and diversity of faculty and staff participating in Engagement</p> <p>T4-E Increased extramural funding for Engagement initiatives at the local, state, national, and international level</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-H Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and, environmental issues</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>T4-O Nationally and internationally recognized as leaders in Engagement on a global scale</p> <p>T4-P Recognized as a leader in Engagement reaching both rural and urban communities</p>
<p>Thematic Goal V: Faculty and Staff</p> <p>Foster a work environment that encourages creativity, excellence, and high morale in faculty and staff, responds to changing needs, embraces diversity, values communication and</p>	<p>T5-A Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas</p> <p>T5-B Efficient, effective, and</p>	<p>T5-E Total compensation competitive with aspirant university and regional employers for all employees</p> <p>T5-F Faculty and staff current with</p>	<p>T5-H Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers</p>

<p>collaboration, and is respectful, trusting, fair, and collegial for all.</p>	<p>integrated university HR processes and services that place employees in the right positions with the right skill sets at the right time</p> <p>T5-C Career-long learning recognized by the university and its employees as a shared value and responsibility</p>	<p>developments in their fields and the skills needed to achieve excellence in performing their jobs</p> <p>T5-G Successful recruitment and retention of a talented and high performing, diverse workforce</p>	<p>T5-I Stable funding available for recruitment and retention of top level faculty and staff</p> <p>T5-J Optimal number of faculty and staff comparable with our benchmark institutions</p>
<p>Thematic Goal VI: Facilities and Infrastructure</p> <p>Provide facilities and infrastructure that meet our evolving needs at a competitive level with our benchmark institutions and are an asset to recruit and retain quality students, faculty, researchers, and staff.</p>	<p>T6-A Responsive, timely, and strategic facilities services aligned with campus operational needs as well as future planning and implementation</p> <p>T6-C Robust and reliable information technology ensuring business continuity and consistent with the achievement of the highest quality levels of support for research, instruction, student services, and administration</p>	<p>T6-D Adequate office space for all K-State employees equipped to support their work and productivity</p> <p>T6-E Enhanced campus community experience and collaborative learning and working environments promoted by facilities that support multidisciplinary work and integrated interaction between students, faculty, researchers, staff, and administrators</p> <p>T6-F Efficient, reliable, and cost-effective central and building utilities with the capacity for expansion as needed to support campus needs and guarantee the safety, comfort, and integrity of our research, animal, and human environments</p>	<p>T6-G High quality, technology enabled, flexible and adaptable classroom space appropriate to the evolving needs of the learning environment and readily available to K-State faculty and students</p> <p>T6-H High-quality research laboratories and specialty spaces that enhance research and scholarly activities</p> <p>T6-I Well-maintained buildings, utilities, IT infrastructure, and grounds consistent with the expectations and image of a highly ranked land grant research and teaching institution</p> <p>T6-J An excellent campus community experience supported by facilities and landscapes that enhance social interaction, learning and collaboration</p> <p>T6-K Signature facilities that promote collaborative learning</p>

			and working environments, multidisciplinary work, and integrated interaction between students, faculty, researchers, staff, and administrators
<p>Thematic Goal VII: Athletics</p> <p>Strengthen the interconnectivity between intercollegiate athletics and the campus community to prepare our student-athletes for success in school, in sport, and after graduation and benefit our university, community, and state.</p>	<p>T7-B Enhanced learning environments and relationships promoted by facilities and integrated activities that support interaction between students, student-athletes, and the campus community</p> <p>T7-C Enhanced integration between academics and athletics</p>	<p>T7-F A world-class student-athlete experience</p>	<p>T7-I National reputation for a world-class student-athlete experience</p> <p>T7-J Recognized leader in integrating academics and athletics</p> <p>T7-K World-class facilities at all levels</p>
<p>Common Elements: Diversity Funding International</p>			

3. Identify the K-State 2025 Visionary Goal key benchmarks (metrics) that are supported by your action and alignment plan (please check all that apply).

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| <input checked="" type="checkbox"/> Total research & development expenditures | <input checked="" type="checkbox"/> Endowment pool | <input type="checkbox"/> Number of National Academy members |
| <input type="checkbox"/> Number of faculty awards | <input type="checkbox"/> Number of doctorates granted annually | <input checked="" type="checkbox"/> Freshman to sophomore retention rate |
| <input checked="" type="checkbox"/> Six-year graduation rate | <input checked="" type="checkbox"/> Percent of undergraduate students involved in research | <input type="checkbox"/> None |

4a. What resources and/or opportunities exist for your College/Major Unit/Department to achieve its vision and outcomes?

Response:

- Extensive staff reorganization in 2008-2010 positioned K-State Libraries to provide the innovation and updated services and collections needed for the 21st century land-grant university.
- Staff resources include extraordinary creativity, service ethic, risk-taking, and modeling lifelong learning.
- Staff are eager to partner with other campus units to accomplish shared goals
- Library facilities (for the most part) are updated, attractive, welcoming spaces (with some concerns being addressed and yet to be addressed) that students and faculty use extensively.
- An active and committed Friends of the Libraries group provides funding and visibility for certain projects.
- Active participation in library initiatives at the state and national level provides us with collaborative opportunities to share the cost of resources and availability.
- We are building research collections, much of them electronic, which are comparable to other research libraries across the country.

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

Response:

- To achieve ARL status, staff will need to be expanded by 25-30% and the acquisitions budget will need to expand by 40% by 2025.
- Full time development officer.
- Salary enhancements for all levels of staff for improved recruitment and retention.

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

Response:

- We will actively participate in the upcoming capital campaign. This campaign must advocate tirelessly for the libraries' needs, recognizing that external funding resources that come to the library benefit all programs on campus.
- Since the 1997 renovation, use of the library has increased considerably (data available). Students from 1997 on may now be coming into the time of life to think about donating and may wish to consider donations to the library. However, they need encouragement and to know this is an available option.
- We will increase our grant writing efforts.