



K-State 2025 Strategic Action and Alignment Plan

College or Major Unit: K-State Libraries

Department: Morse Department of Special Collections

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?

Same as Libraries’ mission/vision

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>
Theme 1 Assess archival, manuscript and print collection strengths, enlarge unique holdings and improve access and use for all researchers. [T-1, T-2, T-3, L-1, L-ARL, ACRL 5.1, L-ARL]	Assessment of current and emerging research needs completed for six academic programs closely associated with collection strength areas. [L-1]	Research needs assessed for disciplines less traditionally served by Special Collections; collection development strategies are realigned as needed. [L-1]	Holdings in less traditional collecting areas identified via research needs assessment are increased by 50%. [L-1]
	Formal collection development policy and digitization plan are completed and publicly accessible. [L-1]	Collection development policy and digitization plan are updated to reflect any emerging research needs. [L-1]	
	Strategic holdings are increased by 25% and 30% of strategic holdings are digitally accessible. [L-1, L1-L]	Strategic holdings are increased by 50% over 2013 levels; 60% of strategic holdings are digitally accessible. [L-1, L1-L]	Strategic holdings are increased by 70% over 2013 levels; 85% of strategic holdings are digitally accessible. L-1, L1-L
	Effective collection access and management systems are in place and all finding aids are accessible. [L-1]	Linked archival metadata enables inter-connection with external collections and linked data resources/services. [L-1]	Use of linked open data tools enables presentation of archival materials in a wider variety of ways. [L-1]
	Campus records management needs assessment completed and records retention policy/schedule revised; university records manager position is established within the Libraries. [T-6, L-1]	Department record managers insure timely records transfer to university archives; initial phase of electronic records management system implemented. [T-6, L-1]	Full university electronic records management system implemented. [T-6, L-1]

Engage with collection-user communities as partners in developing collections, enhancing research support and promoting a sustaining public interest in Special Collections. [T-1, T-3, T-4, L-1]	Collection-building/research support partnerships underway with the Family Studies program, ACCI and others in the Consumer Movement Archives collection-user community. [L-1, L-3]	Collection-building/research support partnerships underway with military history, Kansas and Western history, university history, ranching/farming and cooking collection-user communities. [L-1, L-3]	Collection-building/research support partnerships underway with agriculture, grain science/milling, women’s studies, prairie studies related collection-user communities. [L-1, L-3]
Theme 2	Saint John’s Bible docents program in place for Manhattan area and financially self-sustaining via contributions of local user community. [L-1, L-3]	Saint John’s Bible docents and public programming options available to remote venues; financially sustained by extended user community. [L-1, L-3]	
Collaborate with Undergraduate and Community Services and Faculty and Graduate Services to engage academic faculty in developing curriculum-specific instruction focused on promoting the use of primary source materials in graduate and undergraduate research. [T-1, T-2, T-3, L-1]	Initial efforts underway with UCS/FGS engaging faculty in history, human ecology, family studies, Journalism/MC, English in creating curriculum-specific instruction in use of primary source materials in research. [T1-F, L-2, L-3]	Use of primary sources in course assignments by faculty in history, human ecology, family studies, English, Journalism/MC increased by 50%; use of primary sources assessed for less traditionally served programs. [T1-M, L-2, L-3]	
	Morse Scholarship program expanded; additional library-based award created to promote use of special collections for undergraduate research. [L1-E]	Award program expanded in alignment with Special Collections and undergraduate research needs. [L1-E]	
Theme 3	Employment and for-credit research opportunities created to involve grad/ undergraduate students in processing, digitizing and research projects [L-2]	Program developed for student employees aimed at maintaining a long-term relationship and giving them a value-added experience. [L-5]	
Engage with donors as partners in developing collections, enhancing facilities and research support and promoting a sustaining public interest in Special Collections. [T-1, T-3, T-4, L-1, L-3, L-4]	Stewardship of endowment funds is strategically focused on growth of collections and development of sustaining partnership opportunities. [L-3] Outreach strategically focused on engaging donors and collection-user communities as partners in developing collections, facilities, research support. [L-1, L-3, L-4]	Endowment funds focused on collections, broadening the donor/ partner base and developing sustaining partnership opportunities. [L-3] Collection-user community-building efforts “virtualized” through use of social media to connect donors/users. [L3-D]	

<p>Theme 4 Assess user research needs, develop physical/virtual research facilities and environments. [T-6, L-4]</p>	<p>Selected public history/participatory archives pilot projects are underway. [T4-5, L-3] Resource potential assessed for new research centers based on strategic collections, e.g. Research Center on Kansas and the West (Dary collection). [L-4]</p>	<p>Sustained participatory archives programs promote digitization and access. [T4-5, L-3] Donors engaged in planning for funding/implementation of research centers related to Kansas/Western American history and cooking. [L-4]</p>	<p>New research centers functioning for university history, military history and agricultural history related collections. [L-4]</p>
	<p>Special Collections patron facilities needs assessed (including research, group collaboration, classroom, presentation and exhibit space). [T6-5], L-4]</p>	<p>Patron research facility enhancements implemented; monitor potential future interest in Land Grant Historical Collections facility. [T6-E, T6-H, L-4, L4-2]</p>	
	<p>Physical storage space needs assessment completed for a growth rate of 80% in 12 to 15 years. [L-4, L4-2]</p>	<p>Physical storage space enhancements implemented. L-4, L4-2]</p>	
	<p>Staff and processing facilities needs assessment completed for a “digitize first” processing model. [L-4]</p>	<p>“Digitize first” processing facilities and technologies implemented and in use for selected collections. [L-4]</p>	

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

Strong staff experience base. Strong support among donors and collection-user communities. Working with an external consultant on developing a digitization and digital preservation plan. Recruitment starting for Processing and Public Services Archivists.

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

Need increased collection processing, digitization and physical storage resources.

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

Resources will be acquired via Libraries’ operating budget, capital campaign funds, donors, collection user-communities, grants and collaborations with other institutions.

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-1 - Total research and development expenditures B-2 - Endowment pool B-6 - Freshman-to-sophomore retention rate B-8 - Percent of undergraduate students involved in research

Links to Common Elements
CE-2 - Culture CE-3 - Diversity CE-5 - Funding 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)
<p>T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)</p> <p>Theme 1 Metrics: T1-1 - # of interdisciplinary research projects, institutes, and centers</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>T2 - Undergraduate Educational Experience (UEE)</p> <p>Theme 2 Metrics: T2-2 - # and % of undergraduate students completing an experiential learning experience</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>

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>T3 - Graduate Scholarly Experience</p> <p>Theme 3 Metrics:</p> <p>T3-2 - Total funds awarded for graduate assistantships, endowed scholarships, and fellowships</p> <p>T3-4 - # of private/public sector partnerships supporting graduate experiential training opportunities</p> <p>T3-5 - # of graduate students participating in a unique high level learning and experiential training</p>	<p>T3-C - Engaged graduate students integrated in university life with enhanced visibility and appreciation</p> <p>T3-F - Increased capacity to secure funding for graduate research and teaching</p>	<p>T3-I - Increased participation by our graduate students in unique high level learning and experiential 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-O - World-class reputation as a preferred destination for outstanding graduate students</p> <p>T3-P - Stable funding for graduate research and teaching competitive with benchmark institutions</p>
<p>T4 - Engagement, Extension, Outreach and Service</p> <p>Theme 4 Metrics:</p> <p>T4-2 - Total extramural-funded expenditures for Engagement initiatives at the local, state, national, and international level</p> <p>T4-4 - # of engagement activities and programs disaggregated by geographic boundaries</p> <p>T4-5 - # of participants involved in community-based research and outreach projects</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>

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)
T6 - Facilities and Infrastructure	<p>T6-A - Responsive, timely, and strategic facilities services aligned with campus operational needs as well as future planning and implementation</p> <p>T6-B - Adequate temporary space to house programs and staff impacted by renovations of existing facilities</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-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-K - Signature facilities that promote collaborative learning and working environments, multidisciplinary work, and integrated interaction between students, faculty, researchers, staff, and administrators</p>