

## ***CSN Library Services – Strategic Planning - 2014/2016***

### Context

CSN Library Services is committed to:

- Providing a physical environment for intellectual discovery, collaborative projects and group work, individual study and a rich and supportive computing location;
- Providing an equally rich online learning environment that is fully accessible to students, faculty and staff regardless of location;
- Supporting a variety of learning experiences and facilitating acquisition of academic research skills to move CSN students forward to graduation or completion of their academic goals;
- Aligning its efforts to institutional initiatives and priorities while responding to the rapidly changing expectations of students and faculty;
- Measuring what we accomplish and consistently collecting quantitative and qualitative data from our users and using that information in decision-making

### Responsibility

Responsibility for strategic planning task completion and related assessment is assigned to with the Library teams, supervisors and the director. Teams should communicate fully, share information, develop original and innovative solutions, and work collaboratively within the Department to achieve results benefiting CSN students.

### **Core Theme #1 Access: Create guided pathways for students via access to quality educational opportunities and services that inspire and encourage goal achievement.**

- CSN students will be aware of and have access to the student support services and instruction they need to achieve their goals.
1. Consistently market 'just in time' library services, such as document delivery, late night/weekend hours, and online chat to broaden student awareness and understanding of the breadth of available resources. Expand the types and usage of marketing materials aimed at students. Explore alternative (beyond existing Facebook) social media outlets to support outreach efforts. Assess all marketing projects with the goal of aligning limited resources (staff time and library budget) to those that have the biggest impact. Measure impact, report results and alter approaches based on qualitative and quantitative information.

2. Enhance Interlibrary Loan (ILL) workflow and deploy innovative technology to continue to provide high quality service while meeting demand. Guide students by integrating options online and at point of need to ensure seamless integration of services into student workflow. Fully implement ILLIAD to enhance data collection, user service and to increase overall usage of ILL functions. Via outreach to other institutions expand user driven collection requests options; measure and report delivery times.
3. Relocate low-use reference resources or other collections as appropriate, to general stacks in order to repurpose space for library users. Continue to convert in demand reference resources to electronic formats to increase availability at point of use and allow for repurposing of space for library users.
4. Investigate and offer simple options for online payments for library charges. Enhance library services and decrease wait time by investigating and implementing systems to automate and streamline the library card registration process.
5. Embed services and resources in all user environments by delivering wherever and however desired. Expand and promote mobile device access, increase and promote embedded librarian services, utilize Canvas as a delivery platform for library resources and services, and insert user delivery options such as Inter Library Loan into e-resources interfaces.
6. Expand availability of Chat services into online environments such as library databases or CANVAS.
7. Continue to identify alternative funding for textbooks and other materials for reserve collections. Continue to investigate and identify viable electronic options for textbooks. In support of CSN staff and Faculty, enhance the collections related to student success, retention and community colleges.
8. Enhance library portion of College online orientation. Provide targeted outreach and information to counselors and student success staff to increase awareness of library's role in student success.
9. Enhance customer services through improved staff training and consistent, proactive circulation services procedures. Ensure supervisors provide classified staff with information on library goals and initiatives and clearly relate their positions to plans and actions.

**Core Theme #2 Student Success: Shape the CSN culture by making student success a chief value and design principle in every College Policy, procedure, plan, and initiative.**

- CSN will provide an effective pathway to prepare students to succeed in college-level courses

1. Support collection development in a variety of formats of appropriate reading levels for DE reading courses, by partnering with ESL and Reading faculty to ensure collections work for these students.
2. Targeted outreach including development of online resource guides for all CTE programs and developmental students.
3. Provide library instruction/workshops to students focusing on workforce skills, measure results/impact on learning.
  - CSN services and instruction will effectuate student course and program completion  
Provide services to support successful completion of courses and/or programs
1. Articulate a vision for how a large community college can effectively map information literacy to student success goals. Contribute our findings as part of the current National conversation and share results.
2. Participate in outreach to CCSD librarians and teachers to increase understanding of their curriculum and approaches to teaching of information literacy concepts. Increase awareness and usage of the library by the JumpStart High school faculty. As possible, focus our efforts on scaffolding on their approaches.
3. Provide innovative services that promote student success prior to and in the first weeks of the semester. Pilot a program to utilize trained student employees (peers) as technology experts to assist students with connecting with various technology systems/processes in the library.
4. Offer 'remote or roaming reference' services outside of the library to ensure student access to expert research assistance. Market these services, assess program impacts and refine as necessary.
5. Investigate offering an intensive research consultation workshop 'bootcamp model' to new students. If offered, partner with student services staff to include as part of campus orientation activities.
6. Complete Assessment in Action program and apply results to enhancing or de-emphasizing certain types of instructional activities. Use the AiA project approach as a template/model for additional assessment efforts.
7. Enhance online support for DE courses and students by developing holistic program of support including hiring librarian to lead these efforts. Enhance library presence in CANVAS including synchronous and asynchronous instruction and reference services.
8. Conduct usability testing of the library website using student volunteers. Track and implement results.

- Encourage students to complete their degrees/certificates in a timely manner
1. Continue to hire student aides providing employment opportunities that support course and program completion. Investigate how/if library student employment assists with degree completion.
  2. Provide reliable, convenient and user-friendly access to information resources and services. Continually review the library's website and make appropriate changes in order to improve usability.
  3. Using data, ensure library hours of operation are aligned to user needs.
  4. Collaborate with the director of Honors Program to assess library programs and impact on Honors student success. Pilot different approaches and use assessment methods to determine future directions.
  5. Building upon Assessment in Action results, provide additional instruction that supports student success. Market and enhance sequenced instructional activities that impact student completion.
  6. Continue to refine and promote a coherent picture of support available to individual faculty. Focus library efforts in provisioning content and services that enrich the learning experience and provide measurable results. Pilot new methods of outreach that target faculty in key College programs to promote the library services and resources that support student completion.
  7. Investigate moving LIB101 to online course. Assess potential benefits for student retention/degree completion.
    - Conduct policy review to determine impact on student success
1. Publically share all policies via library website.
  2. Enhance sharing of library operations via website and Library advisory council. Effectively communicate the mission, goals and objectives of the library. Publically share reports, survey results and various assessments to increase transparency for users.
  3. Be actively involved in various campus wide committees that review policy. Support policy and procedural changes that impact student success. Support College efforts surrounding Open Educational Resources adoption by faculty.

- CSN will provide faculty and staff with the training and development they need to identify and provide services that lead to student success
- Improve the quality of the full-time teaching faculty workforce
  1. Increase the attendance of CAPE and other workshops offered by library faculty that support faculty and classified staff development perhaps by partnering with other CSN units. Utilize assessment techniques to continually improve workshops.
  2. Partner with faculty to present professional development sessions highlighting successful integrations of the library in support of curriculum/student success.
  3. Develop new pathways to push out information to faculty regarding our collections/resources that support teaching excellence.
  4. Enhance CSN reputation by raising the number of National presentations completed by library faculty.
  5. Re-establish a formalized library faculty mentoring program.
  6. Emphasize continuous learning as a priority and a performance expectation. Develop new means for library faculty to learn, model, and employ the best in person and online pedagogical practices.
  7. Foster a learning environment within the Department so that Library faculty and staff are comfortable with accountability, rapid change, and can effectively seek out and act on challenges and new opportunities for service and resource delivery.
- Improve the quality of the part-time teaching faculty workforce
  1. Enhance communications with adjunct library faculty via organized outreach activities. Document results.
  2. Provide opportunities for adjunct library faculty participate in library instruction or complete other core library services. Document projects and provide feedback of their performance.
  3. Enhance training for adjunct library faculty. Move reference and other procedure manuals online.

- Improve the quality of the administrative and classified workforce
1. Provide specific professional development goals for classified staff. As possible rewrite job standards to emphasize customer service practices. Strongly encourage attendance at CAPE and other activities. Increase attendance by classified staff at professional development events. Document and share results.
  2. Support enhanced customer service training for classified staff by developing and offering a day long workshop for all staff.
  3. Enhance CSN reputation by raising the number of National presentations completed by library administrative faculty.

**Core Theme #3 Quality: Require College employees to continually assess analyze and improve CSN.**

- Ensure CSN employees are prepared to and do conduct regular reviews of CSN operations, programs courses and services.
1. As possible partner with or participate in the various assessment groups at the College.
  2. Form a library assessment team tasked with examining, implementing and focusing the library's assessment work. Use appropriate assessment methods for project and service evaluation. Task that group with developing a coherent and robust outcomes assessment system. Ensure credible evidence is used and reported as part of library decision-making processes. Capture and effectively articulate the value and impact of CSN Library Services to the College community.
  3. Judiciously manage the library's annual investment in purchasing of and subscribing to digital content. Maintain lines of communication with the college community. Strengthen the tie between resource purchases and curricular design by being more user-driven when acquiring new resources. Seek new cooperative and consortia opportunities to improve depth and breadth of content and minimize budget constraints. Continue to develop and enhance consortium purchasing and licensing agreements with NSC, UNLV as well as other NSHE institutions.
  4. Systematically assess instruction through the evaluation of students and faculty, and adjust instructional activities and goals based on the results.

5. Annually, develop and administer with the Institutional Research staff, authentic and unbiased user and non-user surveys. Utilize results for the continuous improvement of services.
6. With the Writing Center staff, collaboratively assess the impact of our partnerships on student success.
  - Demand Evidence-based decisions at all levels of the College that are based on credible information.
1. Continue to evaluate space use in order to meet changing user needs. As possible, redesign areas with the intention of increasing collaborative study and work spaces. Evaluate student use, develop best practices in supporting that use, and measure demand for broader implementation.
2. Steadily increase the use of accountability measures in library proposals, projects, and planning. Hold library teams responsible for using data driven decision making.
3. Tie acquisitions allocations to annual collection use analysis and curricular demand. Monitor and report the average annual price increase for content license renewals. Share cost per usage data to stakeholders and as practical involve library faculty in renewal decisions. Before processing a renewal, evaluate content use, alignment with current curriculum and overlap with other licensed products.

**Core Theme #4 Diversity: Imbed diversity in the creation of every College Procedure, plan and initiative.**

- CSN provides a welcoming and inclusive environment to its diverse community.
  - Work to eliminate barriers between underrepresented students and success that create achievement gaps.
  - Enhance partnerships with the community and its businesses.
1. Ensure library subscriptions, media and print content that reflect diverse cultural perspectives. As possible, share with users translation and audio options embedded in our e-resources.
  2. Implement a strong and positive recruitment process that attracts qualified minority candidates for student employee positions.
  3. Encourage professional development training or educational opportunities for library staff focused on understanding of human differences, civility, and inclusion.

4. **Emphasize diversity in forming all types of project groups and work teams in the library. Honor diversity in library publications, instructional activities, videos etc.**
5. **Maintain the library's resources and collections that embody complex and diverse historical, social, political, and economic trends. Use displays and other outreach activities to increase visibility of these collections.**
6. **Provide targeted outreach to specific student groups such as the international students, veterans etc. Monitor campus efforts and programs related to MSI and HSI status. As possible, alter efforts to mirror institutional goals.**