Clark State Community College Library Strategic Plan 2016-2020

This strategic plan was developed by the Clark State Community College Library staff in October 2016.
Overview
In the fall of 2013, Clark State Community College (CSCC) began a strategic planning process; the final product was the result of a campus-wide collaborative effort. The 2014-2020 Strategic Plan serves as a roadmap to lead Clark State into the future and to ensure that the college is focused on student success and serving its community. Clark State Community College Library in the summer of 2016 developed a four-year strategic plan designed both to contribute to and to help its host institution fulfill the goals of its strategic plan.

Vision
The vision of Clark State Community College (CSCC) is to build a community that empowers individuals to experience intellectual growth by creating opportunities for them to be accepted, challenged, held accountable, rewarded, and transformed. CSCC’s mission is to serve a diverse population of learners by providing access to high-quality, learning–centered education and services while fostering individual and community success. The College’s mission and vision drive both the vision and mission of the Clark State Library.

Clark State Library’s vision is to enhance student achievement, engage in outreach and encourage collaboration among the students, faculty and staff of CSCC. This vision supports the CSCC’s vision by providing reading materials and information library workshops to ensure the academic success of our students.

Mission
Clark State Library supports the educational curriculum of its host institution by

--selecting, acquiring, organizing and providing reading materials in a variety of formats that meet the academic, educational and informational needs of the CSCC community.

--providing a qualified professional and support staff.

--providing information literacy workshops to help students develop critical thinking skills and become independent life-long learners.

--providing professional research assistance and consultation.

Clark State Library Strategic Plan
The Clark State Library Strategic Plan is a four year plan designed to support and fulfill the goals of CSCC strategic plan. In an effort to enhance student success and meet the information and educational needs of the students, faculty, and staff of Clark State, the strategic planning goals of CSCC are as follows:
Clark State Community College Strategic Planning Goals

Goal 1: Increase enrollment, student success engagement, retention and completion.

To achieve this goal, Clark State Library will focus upon developing a comprehensive first-year experience that encourages student success, engagement, retention and completion. Clark State Library will also seek to create academic pathways and articulations that are responsive to workforce needs. With regards to the former objective, Clark State Library will establish itself as the intellectual and social center of the campus. In this capacity, the Library will produce a series of social events designed to both educate and entertain CSCC’s students, faculty and staff.

Fall and Spring Semester Library Facebook Contest

Clark State students, faculty and staff will be encouraged to “Like” the Clark State Community College Library on Facebook. Each “Like” will automatically enter a participant into a drawing to win a Clark State Bookstore $20 gift certificate. The goal of this event is to engage in active outreach to the Clark State community, showcase the collection and services the Library has to offer and keep the Clark State community abreast of events, new resources and information literacy workshops provided by Clark State Library.

Halloween/National Library Week Library Scavenger Hunts

Clark State students, faculty and staff will seek to gather various reading materials from a list of items supplied by the Clark State Library staff. All participants who complete the scavenger hunt will be automatically entered into a drawing to win Clark State merchandise donated to the Library by the Clark State Bookstore. The goal of these events is to encourage Clark State students, faculty and staff to increase their usage of Clark State Library and to allow them to familiarize themselves with the Library’s collection and services.

Fall and Spring Semester Information Literacy Workshop Giveaway

Clark State faculty, adjunct faculty and staff will be encouraged to bring their classes to the Library for information literacy workshops designed to meet the educational and informational needs of their students. Each time instructors bring their classes to the Library for a workshop they will be entered into a drawing to win a Clark State Bookstore $30.00 gift certificate. The goal of these events is to encourage the adjunct faculty, faculty and staff to regularly use information literacy workshops as a supplement for formal instruction and to improve learning among the students.

To encourage student success, retention and completion, the Library will actively advertise all of the information resources the Library possesses to students. This information will be conveyed to students via Blackboard, Facebook, Microsoft Outlook and the Library’s website. The Library will provide all commuter students with Library Facebook cards and new Student Services bookmarks. These bookmarks will highlight some of the Library’s services for their study needs such as Library 24x7, research databases, borrowing policies, research guides and the OhioLINK library catalog.
The Library will also launch a ten-year longitudinal study to determine a direct correlation between student success, retention rates, graduation rates and information literacy. With the aid of the Office of Institutional Research, this study will involve tracking students through new information literacy workshops specifically tailored to the needs of the instructor. These workshops will be focused on training the students to search both the Library catalog and the OhioLINK catalog. These workshops also will provide a more in-depth examination of the research databases, research guides and information resources the Library can offer to its students.

These workshops will be offered within the Library and primarily taught in the Information Literacy Classroom (room 128). If necessary, librarians will go to the instructor’s classroom. The workshops will last from 15 minutes to an hour, depending upon the class time available. By engaging in the aforementioned social events, by distributing bookmarks and by offering information literacy workshops tailored to the student’s needs, the Library hopes to encourage student success, increase student engagement at Clark State, raise the retention rate, and boost student completion rates.

With regards to the latter issue of creating academic pathways and articulations that are responsive to workforce needs, the Library has adopted a collection development policy which is designed to provide an ever-evolving collection of reading materials to meet the educational and informational needs of CSCC students, faculty and staff. The selection guidelines of the Library collection development policy are as follows:

Selection Guidelines

Due to limited funding, Clark State Library will adopt a just-in-time model of collection development geared towards purchasing reading materials within a priority of needs designed to satisfy the information and educational needs of the students, faculty and staff of CSCC in a cost-efficient manner. The hierarchy of needs is listed as follows from highest to lowest:

1. Programs Under Review For Accreditation
   A program’s ability to obtain and/or retain accreditation is crucial to the success of the College as a whole. To satisfy the needs of the accrediting bodies on a departmental level, Clark State Library will devote 75% of its available funding within its book budget to the purchase of reading materials to support programs coming up for accreditation within a given fiscal year. If there are no programs coming up for accreditation within a given fiscal year, then funding will be allocated towards purchasing reading materials for the top twenty courses with the highest enrollment at CSCC.

2. Top 20 Most Enrolled Courses/Top 5 Majors
   Through information provided by the Office of Institutional Research, the top twenty most enrolled courses and the top five majors at CSCC were identified, quantified and
provided to the Clark State Library staff. Students attending these courses would be best served with collections targeted to support their course work. During fiscal years in which programs are undergoing accreditation, 15% of allocated funding will be devoted to this secondary priority. During fiscal years in which programs are not undergoing accreditation, 75% of allocated funding will be devoted to this priority area.

3. Individual Requests By Students, Faculty and Staff

Meeting the individual information needs of students, faculty and staff at CSCC is both a long-standing tradition and a priority at CSCC. However, budgetary constraints have forced requests for reading materials of this nature to be made a tertiary priority. During fiscal years in which programs are undergoing accreditation, 10% of allocated funding will be devoted to this priority area. During fiscal years in which programs are not undergoing accreditation, 25% of allocated funding will be devoted to this priority area.

i. General Selection Criteria

Clark State Library uses the following criteria in selecting materials for their collections:

(1) Materials shall support and be consistent with the vision and mission of the College.

(2) Materials shall support the curriculum of the College community.

(3) Materials shall meet high standards of quality in currency, factual content and preservation.

(4) Materials shall be appropriate for the subject area and for the emotional development, ability level, and social development of the students for whom the materials are selected.

(5) Biased or slanted materials may be provided to meet specific curriculum objectives.

(6) Materials chosen on controversial issues will be selected representing various views in order to maintain a balanced collection.

(7) Physical format and appearance of materials shall be suitable for their intended use.
ii. Electronic Formats

In addition to such conventional collection development criteria as scope, content and purpose, the following guidelines should be considered:

(1) Product design, functionality and ease of navigation.

(2) Connectivity.

(3) Cost, including equipment availability and printing requirements.

(4) Technical support of the product.

(5) Availability and content of databases provided through the Ohio Library and Information Network (OhioLINK) and other resources.

(6) Impact on public service operations.

With a collection that is more responsive to the needs of the library community, the Clark State Library believes it can contribute to the development of academic pathways and articulations which will help the Library be more responsive to workforce needs.

**Goal 2: Improve communication and collaboration within the College and with our diverse communities, businesses, and industries.**

In an effort to reach this goal, Clark State Library will seek to achieve four objectives:

- enhance awareness and visibility of CSCC via strategic marketing and comprehensive promotion campaigns;
- increase communication and community stakeholder engagement;
- develop opportunities for collaboration and engagement among faculty, staff, students, and alumni; and
- leverage technology to increase communication and collaboration, both internal and external to the College.

With regards to the first objective, the Library will enhance the awareness and visibility of Clark State via strategic marketing and comprehensive promotion campaigns through its library services. The aforementioned social events the Library will sponsor under Goal 1 will increase the visibility of Clark State Library and give it the opportunity to market its services to students, faculty and staff. The student and faculty bookmarks will also promote the information services the Library provides.
The Library will fulfill the second objective of increasing communication and community stakeholder engagement through its social events. The success of the Fall and Spring Semester Library Facebook Contests, the Halloween/National Library Week Library Scavenger Hunts and the Fall and Spring Semester Information Literacy Workshop Giveaways will depend upon the Library collaborating with the Clark State Bookstore to donate gift cards and prizes for the contests linked with these events.

Also, as part of the 3+1 Pathways Program Clark State established with Antioch University Midwest (AUM), the Library will work closely with AUM to develop collections which will not only satisfy the informational and educational needs of their students, faculty, and staff but also supplement their collection’s strengths while compensating for their collection’s weaknesses.

The Library will fulfill the third objective of developing opportunities for collaboration and engagement among faculty, staff, students and alumni in a variety of ways.

- First, the Library, the Clark State Community College Theatre Program and the Clark State Marketing Department will collaborate to produce an information literacy workshop video for our online students.

- Second, the Library will collaborate with the Office of Institutional Research to track students engaged in our information literacy workshops as a part of a ten-year longitudinal study. The study will determine if a correlation exists between attendance at information literacy workshops, retention rates, graduation rates and overall student success.

- Third, the Library will collaborate with faculty to develop assignment-specific information literacy workshops that will instruct students in how to search both the Library and OhioLINC’s online catalogs and highlight the services the Library provides to its users.

- Fourth, the Library will develop a strategic fundraising plan with the Clark State Foundation to secure a multi-million dollar endowment to purchase reading materials for the Library’s collection. To cover collection development costs, the Library will engage in fundraising by grant writing, direct ask, crowdfunding, Title III funding and a friends of the library group. The ultimate goal of this fundraising campaign is to permanently eliminate the following lines from the Clark State Library’s budget and replace them with funding from the endowment:

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<thead>
<tr>
<th>Budget Line</th>
<th>Title</th>
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<tbody>
<tr>
<td>10-31000-5941</td>
<td>Library Books</td>
</tr>
<tr>
<td>10-31000-5511</td>
<td>Films, Microfilms, Tape</td>
</tr>
<tr>
<td>10-31000-5510</td>
<td>Subscriptions/Publications</td>
</tr>
<tr>
<td>10-31000-5515</td>
<td>Computer Data Services</td>
</tr>
</tbody>
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By achieving this goal, the Library will be able to save Clark State Community College tens of thousands of dollars during the first five years of the endowment’s implementation and hundreds of thousands of dollars during the first ten years under the endowment.

The Library will fulfill its fourth objective of leveraging technology to increase communication and collaboration, both internal and external to the College by using Microsoft Outlook, Facebook and its website as vehicles of communication and collaboration with internal and external agencies. For example, GoToMeeting will be utilized by librarians to facilitate information literacy workshops with students at the Greene Center and Bellefontaine campuses. The Library also will develop an information literacy instructional video in an .MPEG file format designed to teach Clark State online students how to search both the Library and OhioLINK’s online catalog and offer them access to research the Library’s databases and research guides. By achieving the aforementioned objectives listed in this section, the Library will not only improve communication and collaboration within the College overall but also include our diverse communities, businesses and industries.

**Goal 3: Develop quality academic, community and support programs by creating an innovative learning environment.**

In an effort to obtain this goal, the Library will achieve three objectives:

- restructure and redesign developmental education,
- identify and provide resources for teaching and learning for academic and instructional support,
- provide professional development that facilitates teaching and learning, and improves programs and services.
- hire an Archivist/Reference Librarian and replace the fireplace in the central seating area of the Library with a reference desk kiosk.

First, the Library will restructure and redesign developmental education through the FYE (First-Year Experience) Program by restructuring FYE 1000-College Success and Computer Basics and FYE 1100-College Success away from Google and Wikipedia and more towards information resources within the Library.

Second, the Library will identify resources for teaching and learning and provide academic and instructional support through information literacy workshops. These workshops will direct students to print and online reading materials that are peer-reviewed and that they could use to compete their assignments. The Library will further achieve this objective through the College Credit Plus (CCP) Program by purchasing and supplying textbooks to high school students who are enrolled within CCP. The Library also will provide commuter students with bookmarks to meet their information needs and an instructional video and electronic bookmarks to meet the information needs of online students.
Third, the Library will provide professional development that facilitates teaching and learning, and will improve programs and services by offering information literacy workshops for faculty who are seeking to continue their education.

Fourth, the Library will seek to hire an Archivist/Reference Librarian who will not only maintain the Clark State Community College Archives but also provide point-of-need assistance to the CSCC students, faculty and staff who use the Library. Through the continued maintenance of the Archives and the development of finding aids, the Archivist/Reference Librarian will expand the volume of available knowledge students, faculty and staff would have about Clark State Community College. To facilitate outreach towards our patrons, the Library also will replace the fireplace which sits in the middle of the Library’s central seating area with a reference desk kiosk that will provide both efficient and immediate point-of-need assistance to our patrons throughout the Library.

Overall, the strategic plan of Clark State Library is designed in alignment with Clark State Community College’s strategic plan and will serve to augment, support and ultimately fulfill the College’s Strategic Plan.