# ACADEMIC AFFAIRS DIVISION

# *York County Community College Library*

## Five-Year Strategic Plan, 2014 - 2019

*March 18, 2014*

## Vision

The YCCC Library will be an essential partner in achieving educational excellence, supporting the College community with high-quality resources, services, and programs.

## Mission

YCCC's Library's mission is to provide access to high-quality resources, services, and programs that support the learning experience of students, professional development of faculty and staff, and personal enrichment of the community at large, in a setting conducive to exploration and study.

## Core Values

- Quality service

- Access to high-quality resources

- Knowledge and scholarship

- Creativity and innovation

- Collaboration and collegiality

- Protection of user confidentiality

- Intellectual freedom

## Environmental Scanning

Trend 1: Student enrollment will grow by 50% over the next five years.

Trend 2: Library funding from the college and from the Foundation is not expected to increase.

Trend 3: Online and off-campus course offerings are expected to increase.

Trend 4: Student use of mobile technologies for class work and research will increase.

# SWOT Analysis

**Strengths:**

- Dedicated, friendly, experienced, and degreed professional staff
- Welcoming, caring, approachable atmosphere
- Ability to be innovative with online presence and resources
- Access to credible resources
- Clean and easily navigated web site that ties in seamlessly to many library tools and resources
- Professionally created subject guides that align with curriculum and research projects
- Quick turn-around time at the Online Help Desk
- Access to online library resources from off campus
- Statewide alliances through Minerva and Infonet
- Support and involvement from faculty and staff
- Engagement with students
- Library service to anyone living in York County

**Weaknesses:**

- A mere 2 ¾ staff members, with an over-reliance on work-study students
- Not enough space for collaborative study, groups having to use quiet study spaces
- No dedicated library research instruction classroom within the library
- Delivery of library curriculum is inconsistent
- Printing issues despite the heroic assistance from IT
- Inconsistent climate control: e.g. drafty windows that contribute to the constant chilliness in the library (student complaints)
- Low website visibility from yccc.edu
- Technology limitations (printing issues, wireless problems, …)
- Slow website load speed
- 4 days of ILL delivery (instead of 5 or 6)

**Opportunities:**

- Keeping up with new technology trends to improve student library research skills
- Taking the library to students
- Increase awareness of library resources and services
- Increase integration of services with the Learning Center
- Further collaboration with instructors to provide targeted resources for class work and new programs

**Threats:**

- Loss of Foundation funding
- History of flat-lined budget
- Attitudes that Librarians can make do without more space, money, and staff.
- Attitudes that libraries aren't relevant in this day and age
- Attitude that all students "know how to do research"
- Sole reliance on Internet Search Engines for research
- Increasing enrollment with no increase to space or staff
- Aging computer technology

## Strategic Goals

Goal 1: Provide access to quality library collections, services, and programs responsive to the educational needs of students, faculty, and staff.

Goal 2:  Grow a Library staff of degreed professionals and qualified support staff adequate to serve the needs of our growing community.

Goal 3:  Maintain and strengthen collaborative relationships with other libraries and library organizations to take advantage of financial benefits, to strengthen community involvement, and to increase the visibility of the College.

Goal 4:  Be informed about new trends and innovations in libraries in order to implement strategic upgrades to library collections, services, and programs

Goal 5:  Cultivate advisory channels, both within the College, in the York County community, and in the region, to seek broader input and feedback into Library growth and development.

Goal 6:  Maintain comprehensive documentation that provide guidelines and rationales on Library philosophy, collections, services, and other operations

Goal 7:  Maintain Library facilities which are accessible, safe, comfortable, and which make effective use of our limited space.

# Goals & Objectives

| FY 2014 - 2019 | | Budget Impact ⇓ | | Completion Date ⇓ |
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| **Goal 1** | **Provide access to quality library collections, services, and programs responsive to the educational needs of students, faculty, and staff.** | | | |
| | Objective 1a – Increase the library's physical holdings by at least 2% every year, based on 2013 numbers.  Supported by ACRL Standards. | $$ | | **2019** |
| | Objective 1b – Continue to build a collection of materials that supports the faculty and staff in their professional development. | $$ | | **ongoing** |
| | Objective 1c – Offer access to a collection of research databases adequate in size and scope to fully support the college's curriculum, networked and available remotely to authorized users. Supported by ACRL Standards. | $$ | | **ongoing** |
| | Objective 1d – Work with faculty to develop bibliographies, reserves resources, and tailored services for courses, including research assignment design and information literacy instruction. Supported by ACRL Standards. | | | **ongoing** |
| | Objective 1e – Continue to provide information access and library services to community patrons to support YCCC's mission as community development partner. | | | **ongoing** |

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| | Objective 1g – Explore and implement methods of delivering information literacy skills and other library services to students at a distance.<br>Supported by ACRL Standards.  NEASC recommendations, June 8, 2010. | | | **ongoing** |
| | Objective 1i – By 2019, complete one assessment project per year, following the Library's Assessment Plan for all information literacy classes and other library programs and services.  Supported by ACRL Standards. | | | **Annually**<br><br>**2015: 3 Questions**<br>**2016: Communication project with Assessment Committee** |
| | Objective 1j – In collaboration with the Learning Center, investigate ways of integrating our services and programs, such as a Learning Commons, to address the changing ways our students use our services. | | | **ongoing** |
| | Objective 1k – By 2016, host at least two cultural events per year at the Library through art exhibits, displays of library materials, and education bulletin boards. | | | **ongoing** |
| **Goal 2** | **Grow a Library staff of degreed professionals and qualified support staff adequate to serve the needs of our growing community.** | | | |
| | Objective 2a – Increase the part-time Library Technician I position to a permanent full-time position.  Supported by ACRL Standards. | Staff increase $$ | | **FY2019** |
| | Objective 2c – Create a half-time Evening/Weekend Librarian position | Staff increase $$ | | **FY2019** |

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| | Objective 2d – Review and standardize training procedures for work-study students working in the Library | | | **Completed, Fall 2016** |
| | Objective 2e – Support professional development activities for all Library staff | $$ | | **Ongoing** |
| **Goal 3** | **Maintain and strengthen collaborative relationships with other libraries and library organizations to take advantage of financial benefits, to strengthen community involvement, and to increase the visibility of the College.** | | | |
| | Objective 3a – Pursue cooperative purchases of online resources with MCCS libraries. Supported by ACRL Standards. | **$$** | | **ongoing** |
| | Objective 3b  - Continue participation and collaboration in the Minerva consortium. Supported by ACRL Standards. | **$$** | | **ongoing** |
| | Objective 3c – Maintain memberships in local, regional, and national professional associations. Supported by ACRL Standards. | **$$** | | **ongoing** |
| | Objective 3d – Build collaborative relationships with area public libraries and other library partners to supplement services to YCCC students and faculty. | | | **ongoing** |
| | Objective 3e – Seek out opportunities to serve area libraries and other community partners (e.g. as a training resource, etc.). | | | **ongoing** |

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| **Goal 4** | **Be informed about new trends and innovations in libraries in order to implement strategic upgrades to library collections, services, and programs** | | | |
| | Objective 4a – Create additional online demos and tutorials for the Library web site.  Supported by ACRL Standards. | | | **ongoing** |
| | Objective 4b - Enhance the Library website to facilitate interactive services. Supported by ACRL Standards. | | | **ongoing** |
| | Objective 4c – Develop and implement professional development goals | | | **Annually** |
| | Objective 4d – Develop and implement professional reading goals | | | **Annually** |
| **Goal 5** | **Cultivate advisory channels, both within the College, in the York County community, and in the region, to seek broader input and feedback into Library growth and development.** | | | |
| | Objective 5a – Establish and follow a schedule of regular meetings with the Joint Advisory Board for the Library and Learning Center.  Supported by ACRL Standards. | | | **Spring 2019** |
| **Goal 6** | **Maintain comprehensive documentation that provide guidelines and rationales on Library philosophy, collections, services, and other operations** | | | |
| | Objective 6a - Review and revise library mission, core values, and vision. Supported by ACRL Standards. | | | **Completed, 2014** |
| | Objective 6b –Review and revise Collection Development Policy with attention to planning for new curriculum. | | | **ongoing** |

| Goal 7 | Maintain Library facilities which are accessible, safe, comfortable, and which make effective use of our limited space. | | | |
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| | Objective 7a – By 2019, provide full-service library during all the hours that the campus is open. Supported by ACRL Standards. | Staff increase $$ | | **Spring 2019** |
| | Objective 7b – By 2019, provide professional librarian assistance during all the hours that the library is open. Supported by ACRL Standards. | Staff increase $$ | | **Spring 2019** |
| | Objective 7c- Develop a disaster and recovery plan for Library. | | | **Fall 2018** |
| | Objective 7d – Implement recommended enhancements for Library facilities to accommodate accessibility issues.  Supported by ACRL Standards. | $$ | | **ongoing** |
| | Objective 7e – Develop space management plan for Library. Supported by ACRL Standards. | | | **Completed** |
| | Objective 7f – Provide training to all Library staff for dealing with high conflict or emergency situations. | $$ | | **Completed** |