Draft Strategic Planning Document for the SLCC Libraries

SLCC Libraries Strategic Planning Group

Caveat: The ideas represented by this document are the result of the two-day retreat held in the Summer of 2012 unless otherwise specified. Although there have been continued discussions since that initial retreat, we recognize that this document does not adequately reflect those continued discussions or analyses. We are aware that this is a “draft” document that does not include elements required for a completed and actionable Strategic Plan, such as measurable outcomes, clearly defined goals and action items, and well-formed methods of assessment for evaluation. This document should be viewed as an unfinished draft.
# Draft Strategic Plan for the SLCC Libraries

## SLCC Libraries Planning Group

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EXECUTIVE SUMMARY

Salt Lake Community College (SLCC) is Utah’s largest college with the most diverse student body. The College serves approximately 60,000 students on 13 campuses in diverse ways including online classes. With more than 120 areas of study, the College is a place that high school graduates can take their first step into higher education and later transfer to a 4-year institution. Students can also earn training and skills to take them directly into the workforce. The College’s Mission reflects its role as an educational collaborator, acting as a bridge between high schools and Utah’s four-year and research universities.

SLCC’s Mission Statement:

Salt Lake Community College is a public, open-access, comprehensive community college committed to serving the broader community. Its mission is to provide quality higher education and lifelong learning to people of diverse cultures, abilities, and ages, and to serve the needs of community and government agencies, business, industry and other employers.

The College fulfills its mission by:

• offering associate degrees, certificate programs, career and technical education, developmental education, transfer education, and workforce training to prepare individuals for career opportunities and an enriched lifetime of learning and growing;
• offering programs and student support services that provide students opportunities to acquire knowledge and critical thinking skills, develop self-confidence, experience personal growth, and value cultural enrichment;
• maintaining an environment committed to teaching and learning, collegiality, and the respectful and vigorous dialogue that nourishes active participation and service in a healthy democracy.

In order to fulfill its mission, SLCC focuses on opportunities which enrich learning, support communities, and foster respectful and vigorous dialogue that nourishes active participation and service in a healthy democracy. Though these are core tenets of the mission of the College, at present the SLCC Libraries are limited in their abilities to effectively support these fundamental necessities. During the 2012-2013 fiscal year the SLCC Libraries undertook a series of steps to solidify ways in which the Libraries can become an integral part of the College with resources and services which focus on the fulfillment of the College’s mission.

To be successful in this endeavor, the SLCC Libraries Planning Group was formed. Consisting of Librarians, Faculty, Library Staff, SLCC Students, and SLCC Staff from other departments, the SLCC Libraries Planning Group should address the strengths, weaknesses, and opportunities to improve resources and services to support SLCC Students, Faculty, and Staff. The Planning Group and any changes or enhancements to SLCC Libraries services and resources should address the following goals:

• Improve external and internal communications.
• Review, evaluate, and strengthen library hierarchy and internal organization operations including communication, customer service, employee training, and financial processes.
• Organize, maintain, improve, and increase access to the resources that are available for patrons.
• Implement methods to continually assess the resources, services, and initiatives of the SLCC Libraries.
VISION

Salt Lake Community College Libraries will be a leader in the library and information world providing exceptional patron services within a user friendly environment.

MISSION

We are the heart of the College serving diverse students and communities by providing educational services, relevant learning resources, and welcoming environments.

VALUE PROPOSITION STATEMENT

We improve the quality of life for our diverse community by providing dynamic information resources that support education and life-long learning goals.

NEEDS ASSESSMENT

A needs assessment was determined to be beneficial for the SLCC Libraries to help identify the desired outcomes for re-engineering the libraries. By prioritizing the different outcomes, the SLCC Libraries will ensure that the different aspects of this process will be addressed in the most efficient and effective order. By conducting the needs assessment, the SLCC Libraries Planning Group will be able to predict certain roadblocks to the progress of these initiatives and devise solutions to overcome them. Below is a condensed version of the current situation facing the SLCC Libraries and its project path to addressing the identified goals and outcomes.

CURRENT SITUATION (AS OF JULY 2012)

In the recent past, the SLCC Libraries have administratively been combined with other departments. As a result, focus by the immediate supervision was split between different responsibilities. This fragmented administrative past has created a situation in which the focus of the SLCC Libraries is at present also somewhat fragmented. Methods to continually assess the resources, services, and initiatives of the SLCC Libraries have been marginalized in comparison to other SLCC Libraries functions. Potential networking and marketing opportunities both among students and with faculty and staff outside of the SLCC Libraries are limited. The importance of collection development, increasing access to resources, and internal procedures and operations has diminished. Rather than using the inadequate physical facilities, students often work on group projects, conduct group meetings, and socialize outside of the SLCC Libraries. Additionally, patrons’ options for snacks and dining are primarily limited to vending machines at each SLCC Library location, typically outside the Library facility and possibly in a different building.

DESIRED SITUATION
This section is currently in progress and should be expanded in future.

**PRIORITIES**

The current abundant resources of the SLCC Libraries should be utilized to respond to faculty, staff, and other underserved patrons by consistently meeting their needs. This first priority necessitates that daily activities and routine procedures be a large focus to ensure that patrons can readily access the analog and digital resources as well as library services. After the importance of content has been addressed, the next priority is to raise awareness of the resources and services provided by the SLCC Libraries through varying outreach opportunities and activities. These outreach initiatives should include an evaluative component to ensure that these initiatives are proactive, effective, and successful. In the context of the first two priorities, the third priority is to reflect on current organizational structure and explore opportunities for restructuring in order to improve services and better connect with patrons. The fourth priority, working in conjunction with Institutional Research, the SLCC Libraries need to develop questionnaires and conduct focus groups to gather feedback regarding specific aspects of the resources and services provided to patrons. Concurrently, the SLCC Libraries need to focus on marketing to highlight the content, resources, services and events and exhibits. This marketing campaign also needs to address issues raised by the feedback gleaned from patrons. Finally, the SLCC Libraries will focus on fostering interactions by connecting students, staff, faculty, special speakers, events, exhibits, and ideas through cooperative social and work environments.
GOALS, OBJECTIVES, AND STRATEGIES

Library employees, as a group, during the workshop held in August identified the following goals, or Critical Success Factors. These goals were identified as needing to be implemented to enable the SLCC Libraries’ mission to emerge into its vision.

Note: this is a “draft” document that does not include all elements required for a completed and actionable Strategic Plan, such as measurable outcomes, clearly defined goals and action items, and well-formed methods of assessment for evaluation. The following is intended as a “starting point.”

Goal 1: Initiate internal and external outreach opportunities and implement monitoring processes to ensure effectiveness of outreach activities. (Critical Success Factor #1)

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Initiate formal interdepartmental collaboration processes to increase faculty and staff use of library services and resources</td>
<td>1. Create a better connection with the Academic Research Oriented Departments through appointed Liaisons.</td>
</tr>
<tr>
<td></td>
<td>2. Improve integration of Library Research into curriculum by having LE 1060 reinstated (taught by SLCC Librarians with MLS degrees) and focusing on ILTs.</td>
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<td></td>
<td>3. Strengthen liaison services to improve internal and external outreach opportunities.</td>
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<td></td>
<td>4. Collaborate with departments for events at the SLCC Libraries</td>
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<td></td>
<td>5. More interaction with departments</td>
</tr>
<tr>
<td>2. Initiate processes to continually enhance and improve communication processes with patrons and the multiple communities served by the SLCC Libraries</td>
<td>1. Conduct focus groups with patrons at regular intervals to reflect upon and evaluate the effectiveness of current outreach activities.</td>
</tr>
<tr>
<td></td>
<td>2. Work with Institutional Research to create a questionnaire which can be distributed to patrons (students, staff, faculty, and possibly community users) to gauge their needs and the usefulness of current SLCC Libraries services and resources.</td>
</tr>
</tbody>
</table>
**Goal 2:** Implement procedures and processes to effectively market the library which, in turn, will promote the College. (Critical Success Factor #2)

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Initiate processes to continually enhance and improve communication processes with patrons</td>
<td>1. Marketing strategies</td>
</tr>
<tr>
<td>2. Use new and emerging technology to increase access to and usage of online library information. (Critical Success Factor #3)</td>
<td>1. Increase digitization of Archives records and use DAMS and Online Exhibits to increase access to these resources. 2. Utilize emerging technologies (such as Web 2.0 and Social Media tools) to raise awareness of Archives to the SLCC Community as well as external communities.</td>
</tr>
</tbody>
</table>

**Goal 3:** Develop strategic initiatives of best library practices that would affect decision makers to engage new leadership whose philosophy is aligned with these initiatives. (Critical Success Factor #4)

**Learning Resources Director Positions & Organization Proposal**

*(This was presented for Consideration from Dave Richardson 17 January 2013)*

This is a proposal to take one of the two Reference Librarian positions and upgrade it to a Director position based on the following suggested organizational structure.

The organizational structure should involve Directors, with an education in Library Science and extensive work experience being over each of the basic areas of Library function or service, rather than by location or a narrow area of focus. All library operations should fall under the umbrella of these Directors. In this way all library functions and activities will be driven by sound library principles and the goals and mission established in strategic planning. Many of the problems with communication, community and consistency are a result of the lack of oversight.

The basic areas of Library function that Director would oversee and under which all library operations would fall are as follows.

A. Director of Reference, Instruction, and Liaison services

B. Director of Technical Services and Collection Development [includes: Cataloging, Periodicals, Acquisitions, Electronic Resources. Could also include ILL and Reserves policies and procedures as these involve the OPAC/Symphony]

C. Director of Access Services [includes: Circulation Policies and Procedures for all Library Branches and Intra-communications. As circulation is present at all campus library locations, this individual would be ideal to oversee the implementation and follow-through regarding communication between the branch libraries and transparency in activities.] {option: ILL and Reserves has traditionally fallen under Circ}

D. Director of Emerging Technologies, Special Collections and Outreach [includes: archives, digital collections, online exhibits, library web presence including social media, new/emerging technologies, and outreach through these mediums.]
The Library Directors duties will focus more on the big picture and less on supervision and management of processes. It would involve staying current on library trends, establishing policy, planning and ensuring library functions follow sound Library Science principles and the overreaching goals of the department and its Executive Director.

The Professional staff, such as Reference and Cataloging Librarians, along with the Directors will perform the academic duties including collection development, reference, teaching and liaising with faculty and administration.

Paraprofessional staff will perform the carrying out of the daily operation of the library including all circulation functions, processing of materials and so on.

Direct supervision and management of day to day operations will fall under various Professional and Paraprofessional staff.

Library Directors could still be located at the various campuses while performing their overarching duties. This would help maintain the constancy and connectedness, but primarily it would allow them to continue their role in directly connecting with the Schools and Faculty at those locations as well as doing research, teaching and selecting at these locations.

**SUMMARY OF JUSTIFICATIONS:**

1. A Library/Information Science perspective would be the driving force behind policies and procedures for all areas,
2. Policies and procedures would be established for the SLCC Libraries (not by individual campus or department),
3. This would result in a stronger sense of “community” amongst the Library employees as this would necessitate greater cooperation and better reflect the true interconnected nature of all the various areas of the SLCC Libraries,
4. It would better position us for when HR begins restructuring us under the Talent Management* program in the not too distant future, which requires establishing clear lines of command and proper academic credentials.
5. This should strengthen the SLCC Libraries in many ways, specifically due to the fact that the reviewing of job descriptions, workloads, and assigned duties would be reevaluated across the libraries as a whole, this unity would allow for a “fresh” perspective allowing the SLCC Libraries to move into the 21st century whilst minimizing the typical upheaval that traditionally comes with changes in organizational structures.

*Talent Management [http://www.slcc.edu/hr/docs/Talent_Management.pdf](http://www.slcc.edu/hr/docs/Talent_Management.pdf)
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Actions</th>
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</thead>
<tbody>
<tr>
<td>2. Implement processes and procedures to evaluate and resolve employee workload issues.</td>
<td>1. Review Job Descriptions beginning with Full-time employees&lt;br&gt;2. Reevaluate staff positions and duties in conjunction with the forthcoming changes in leadership of the library&lt;br&gt;3. Refer to HR documentation about the Talent Management initiative at SLCC when initiating changes to job descriptions/duties (see <a href="http://www.slcc.edu/hr/docs/Talent_Management.pdf">http://www.slcc.edu/hr/docs/Talent_Management.pdf</a> &amp; <a href="http://www.slcc.edu/hr/docs/Talent%20Management%20Plan.pdf">http://www.slcc.edu/hr/docs/Talent%20Management%20Plan.pdf</a>)</td>
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**Goal 4:** Ensure financial controls and procedures are followed to safeguard assets and avoid losses and misappropriations that can significantly damage the SLCC Libraries’ reputation. (Critical Success Factor #5)

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<thead>
<tr>
<th>Objectives</th>
<th>Actions</th>
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</thead>
<tbody>
<tr>
<td>1. Review and strengthen financial processes to safeguard assets, properly record asset values; and improve budgetary procedure and approval processes</td>
<td>1. Maintain and safeguard financial assets and resources&lt;br&gt;2. Inventory and manage miscellaneous catalog items&lt;br&gt;3. Maintain accurate accounting of book and database assets</td>
</tr>
<tr>
<td>2. Become more transparent and inclusive during the informed budget process to increase accountability and help ensure needed funds are requested. (Critical Success Factor #6)</td>
<td>1. Develop informed budget process&lt;br&gt;2. Reevaluation of One-Time Budget / Ongoing Budget</td>
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**Goal 5:** Provide continuous customer service training for all SLCC Library employees to improve patron satisfaction with library services and improve the Libraries’ image. (Critical Success Factors #7 & #10)

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Actions</th>
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<tbody>
<tr>
<td>1. Improve customer service</td>
<td>1. Give the students what they want</td>
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<td></td>
<td>2. Feedback box and answers</td>
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<td></td>
<td>3. SLCC Library Scholarship from Café @ Markosian funds</td>
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<td></td>
<td>4. Use employees costumes to improve usage of library</td>
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<td></td>
<td>5. Better help with computers for students</td>
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<td></td>
<td>6. Automated phone answering with menu options</td>
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<td>7. Prepare a list of people to call for non-library calls</td>
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<td>8. Survey to address the needs of the patrons</td>
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<td></td>
<td>9. Have interactive screen for information</td>
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<td></td>
<td>10. Control over information on large screens</td>
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<td></td>
<td>11. Reference computer on second floor</td>
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<td></td>
<td>12. Decorate library for holidays</td>
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<td></td>
<td>13. Improve SLCC Libraries’ image</td>
</tr>
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<td></td>
<td>14. Determine what the student needs to achieve what they want</td>
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<td>15. Begin general interest program</td>
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<td>16. Improve delivery time between campuses (transfers)</td>
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<td>17. Develop online tutorials</td>
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<td></td>
<td>18. Look into alternative technology</td>
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<td></td>
<td>19. Customer service training for library personnel</td>
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<td></td>
<td>20. Computer lab dedicated to graphic arts</td>
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<td></td>
<td>21. Monthly exhibits to attract library patrons</td>
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<td></td>
<td>22. Ability to recognize library employees</td>
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</table>
**Goal 6:** Create a working environment that includes professional development, comparable salaries, career ladders for growth opportunities, staff recognition, and team building to create unity and attract and retain qualified and competent employees. (Critical Success Factor #9)

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Actions</th>
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</thead>
<tbody>
<tr>
<td>1. Initiate staff recognition and team building programs</td>
<td>1. Staff Recognition</td>
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<tr>
<td></td>
<td>2. Newsletter</td>
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<tr>
<td></td>
<td>3. Staff retreats to address needs and concerns</td>
</tr>
<tr>
<td></td>
<td>4. Team building</td>
</tr>
<tr>
<td>2. Implement processes to improve employee flexibility and support professional development to better serve patrons</td>
<td>1. Cross training amongst library employees</td>
</tr>
<tr>
<td></td>
<td>2. Flexibility to make changes quickly</td>
</tr>
<tr>
<td></td>
<td>3. Take advantage of webinars and other online training opportunities to provide additional professional development for librarians. (Critical Success Factor #8)</td>
</tr>
<tr>
<td>3. Continually assess the ways in which employee responsibilities and workloads are being balanced and evaluate internal and external communications.</td>
<td>1. Compare official Job Descriptions with actual workload and duties and identify ways to create balance between the two.</td>
</tr>
<tr>
<td></td>
<td>2. Refer to HR documentation about the Talent Management initiative at SLCC when initiating changes to job descriptions/duties (see <a href="http://www.slcc.edu/hr/docs/Talent_Management.pdf">http://www.slcc.edu/hr/docs/Talent_Management.pdf</a> &amp; <a href="http://www.slcc.edu/hr/docs/Talent%20Management%20Plan.pdf">http://www.slcc.edu/hr/docs/Talent%20Management%20Plan.pdf</a>).</td>
</tr>
<tr>
<td></td>
<td>3. Evaluate the efficacy of internal and external communication methods through quantitative analysis (statistical usage patterns, traffic flow for analog and digital resources and services) and qualitative analysis (feedback from SLCC Library employees and physical and online patrons).</td>
</tr>
</tbody>
</table>

**Goal 7:** Use formal service agreements with external departments; such as with OIT to help ensure library information technology support and services needs are known and fulfilled. (Critical Success Factor #11)

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Actions</th>
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</table>
**Goal 8:** Create accessible and inviting environments where patrons feel comfortable and are able to learn, study, explore, and interact socially.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Actions</th>
</tr>
</thead>
</table>
| 1. Initiate processes to improve Café area and services at Redwood and explore the possible expansion of such services at other SLCC Libraries locations. | 1. Improve Café services at Redwood  
2. Food services presence in Café @ Markosian  
3. Better Café Area at Redwood |
| 2. Implement processes to continually improve facilities and space management for library patrons use | 1. Eliminate or minimize disruption of student study space  
2. Update facilities to be more attractive to students  
3. Be the lead resource on space  
4. Sprucing up physical space at all SLCC Libraries locations, beginning with Redwood and outfitting the new library at the South City Campus  
5. More usage by students  
6. Reclalm more space  
7. Group study areas  
8. Provide more reserve rooms for patrons  
9. Less floor space dedicated to computer labs  
10. Reduce computer space in the basement of the Markosian Library (the Emporium Space)  
11. Improve computer usage through collaboration  
12. Remodel the Markosian Library and expand the Jordan Library |
| 3. Initiate processes to continually enhance and improve communication processes with patrons | 1. Staff Book of the Month  
2. Improve communication to students to better serve them  
3. Control Content of Flat Screen TV  
4. Focus Group |

**Goal 9:** Create a unified structure through which the SLCC Libraries provide services and deliver resources both in-person as well as through electronic means supporting a culture of discovery and learning to connect with patrons.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Actions</th>
</tr>
</thead>
</table>
| 1. Update and digitize library collections and resolve electronic resource shortcomings | 1. More electronic resources  
2. Update Fiction Collection (physical) to provide more variety  
3. Build up DVD collection  
4. Review database usage to gauge needs  
5. Usage statistics for strategic purchasing decisions  
6. Weed out  
7. Update print collections  
8. Update textbook collections |
The following are some examples of timelines. One thing that should be better represented in our final timeline is the correlation between the specific Goal/Objective/Action and the expected Deliverables.

**TACTICAL STRATEGY TIMELINE EXAMPLE 1**

<table>
<thead>
<tr>
<th>Task</th>
<th>Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scoping and information gathering (monitoring and basin assessment info compiled)</td>
<td>1-4</td>
</tr>
<tr>
<td>Prioritization and Targeting of Resources (internal) Identify and Secure Sources of Funding</td>
<td>5-8</td>
</tr>
<tr>
<td>Prioritization and Targeting of Resources (external) Identify and Secure Sources of Funding</td>
<td>9-18</td>
</tr>
<tr>
<td>Public Outreach and Awareness of the Basin Planning Process SW Plan and draft Tactical Plan presentation</td>
<td>19-24</td>
</tr>
<tr>
<td>Development of Tactical Basin Plans and Attendant Strategies</td>
<td></td>
</tr>
<tr>
<td>Implementation of Tactical Basin Plans</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Milestone(s)</th>
<th>Initial Assessment Report drafted</th>
<th>Final Assessment Report produced, Initial Tactical Plan drafted</th>
<th>Final Tactical Plan produced, Implementation Table, Report card drafted</th>
<th>Track implementation progress via report card, Sequence Rotational Basin Planning Process (ongoing)</th>
</tr>
</thead>
</table>

**TACTICAL STRATEGY TIMELINE EXAMPLE 2**

<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Review the process plan and targeted themes with constituent groups for comments and feedback.</td>
<td>September/October</td>
</tr>
<tr>
<td>2</td>
<td>Select the executive committee and sub-committees.</td>
<td>November</td>
</tr>
<tr>
<td></td>
<td>Executive Committee finalize subcommittees</td>
<td>November 17</td>
</tr>
<tr>
<td>3</td>
<td>Research and evaluate targeted themes and submit results.</td>
<td>November 30</td>
</tr>
<tr>
<td></td>
<td>Subcommittees submit materials to Theme Co-Chairs</td>
<td>December - March 2011</td>
</tr>
<tr>
<td></td>
<td>Theme Co-Chairs submit materials to SRA</td>
<td>February 10</td>
</tr>
<tr>
<td>4</td>
<td>SRA synthesizes information from all four themes.</td>
<td>February 28</td>
</tr>
<tr>
<td>5</td>
<td>Present results to constituent groups for review and feedback.</td>
<td>March/April</td>
</tr>
<tr>
<td>6</td>
<td>Submit Strategic Plan to USG for approval</td>
<td>May</td>
</tr>
<tr>
<td>7</td>
<td>Publicize new Strategic Plan.</td>
<td>May</td>
</tr>
</tbody>
</table>
TACTICAL STRATEGY TIMELINE EXAMPLE 3
EVALUATION PLAN

Over time (specifically 2012-2015) as this “Re-engineering of the SLCC Libraries” advances, evaluation of the overall process and will gauge the progress of the various priorities and initiatives in correlation to the success of the set goals and objectives set forth in this document. Each of the goals contains objectives that have been constructed to allow for direct and quantifiable measurement as well as a variety of qualitative testing. These objectives can be measured at intervals that are concordant with their stage of the plan.

This section is currently in progress and should be expanded in future.
Advanced Digitization Lab

- Along with reclaiming space for students and patrons to use in the SLCC Libraries, we are currently in the process of creating an Advanced Digitization Lab for Art students to use in the Markosian Library.
- This lab is not meant to compete with the already existent Art Labs on Redwood Campus.
- This initiative is being done in partnership with the Arts Department, IT, and the SLCC Libraries.

Café @ Markosian

- SLCC Libraries have partnered with Food Services to improve the offerings of in the Café @ Markosian in the Redwood Campus Library.
- SLCC Libraries has begun working out the details for a SLCC Student Scholarship funded by the profits from the Café @ Markosian.

Family Area (at the Markosian Library)

- SLCC Archives and IR Digital Collections Staff in conjunction with other SLCC Libraries Employees have begun to explore the possibilities of creating a Family Area in the Markosian Library.
- The Special Projects Librarian as well as SLCC Archives and IR Digital Collections Staff have been liaising with the SLCC Eccles Early Childhood Development Lab School and SLCC Family Health Science Department to establish guidelines and the vision and mission of the proposed Family Area.
- Other SLCC entities such as Risk Management, the Fire Marshall, and OIT have been contacted and consulted to ensure that the final location chosen for the Family Area will meet the necessary requirements.
- Grants and community partnerships are also being explored.
- For further information, please reference the Family Area Proposal Document available from the SLCC Archives and IR Digital Collections.

Conversation on Social Issues

- This initiative is in the early stages of planning.
- The premise is to involve SLCC Faculty and Students in informal round table discussions about different contemporary social issues.
- This initiative is modeled on an initiative that has been very successful at Seattle Central Community College.

Costume Contest

- To improve the image of the SLCC Libraries, a costume contest was held at the Markosian Library for Halloween.
• Participation was fairly good and a panel of judges from different disciplines chose the top three winners.

**Eccles Event**

• In conjunction with the October 2012 SLCC Archives and IR Digital Collections exhibit in the Markosian Library about the History of the Eccles Lab School, a special event was held.
• This event invited the Eccles Lab School Children, their Parents, and the SLCC Community to visit the Markosian Library, view the exhibit (especially the artwork on display that was created by the Eccles Lab School Children) and participate in “Story Time with Mother Goose.”
• The event was well attended by individuals associated with the Eccles School Lab as well as other SLCC Community members.
• Several of the children in attendance asked their parents to check out the books that “Mother Goose” was reading.
• Special thanks were given to the Grand Theatre for providing the “Mother Goose” costume free of charge.

**Environmental Scan**

• As the SLCC Libraries look forward to envisioning how we might re-engineer the SLCC Libraries, we have conducted workshops to brainstorm ideas, establish priorities, critical success factors, and areas that could benefit from evaluating what other libraries are accomplishing.
• A group of Librarians and the Interim Dean traveled to Seattle to visit four different libraries in order to do an environmental scan of highly rated libraries that are well respected by associated professional associations.
• To augment environmental scans done in person as well as through Skype and via a literature review, the SLCC Libraries invited Dr. Bernard Fradkin to visit the SLCC Libraries and present some observations as a highly respected professional in the LIS field about specific areas that the SLCC Libraries should consider for improvement.

**Exhibits**

• To raise awareness, visibility, and foster improved connections with the SLCC community, the SLCC Archives and IR Digital Collections have begun monthly exhibits with the following intentions:
  o Encourage individuals to visit the Markosian Library
  o Display materials from the SLCC Archives that patrons may not know are available
  o Increase awareness of the IR Digital Collections
  o Foster positive relationships and outreach opportunities with other areas and departments at SLCC
• In addition to the physical exhibits, the SLCC Online Exhibits site was launched. This site works in conjunction with the physical exhibits to provide another method of access to SLCC Archives and IR Digital Collections materials.
• Interactive elements, such as the interactive voting poll and videos display during the November 2012 “It’s Political” exhibit have shown positive response with patron participation.
• Beginning in February 2013, the monthly exhibits will be expanded to include the Jordan Campus Library.
Fuel for Finals

- Partnering with the Student Government and Student Life and Leadership, the SLCC Libraries are offering “Fuel for Finals” the week of December 3, 2012 at all SLCC Libraries Locations.
- Also in partnership with Health and Wellness Services, chair massages will be available, free of charge, for students to help them “de-stress” during finals.

Integration of SLCC Libraries into SLCC Courses

- To raise awareness of SLCC Libraries’ resources and services, we have engaged in discussions about re-initiating LE 1060 as well as cross-listing the newly revamped LE 1060 as part of the current LIS program.

Library Liaison Program

- In order to improve relations with SLCC Faculty and Staff as well as to improve our services and resources, SLCC Libraries Librarians and Staff members have taken a new approach to the Liaison Program reaching out to assigned Deans and attending School and Department Meetings.
- The LibGuides are also part of this ongoing effort to offer good quality resources to students, faculty, and staff in specific subject areas. These subject guides are also to be updated regularly by SLCC Libraries Employees.

Professional Development Day Workshops

- Both proposals were accepted. The following two workshops will focus on explaining to Staff and Faculty how the SLCC Libraries can assist them with their duties, especially related to connecting with Students.
  - Student Completion Agenda Workshop: Building Bridges
  - E-Learning Workshop: Stepping out of the Dark Ages

Student Study Rooms

- In an effort to provide more space for students to study either quietly or in groups, the SLCC Libraries have begun an initiative to reclaim space in the basement floor of the Markosian Library that was originally slated as group study rooms (in the original blueprints for the Markosian Library).
- These study rooms are being monitored by SLCC Libraries employees to obtain statistical data on the overall usage and effectiveness of this initiative.
**APPENDIX II - TEAM MEMBER RESPONSIBILITIES**

Example Chart *(this chart will be updated in the future to reflect final decisions)*:

<table>
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<th>Goals, Objectives &amp; Actions</th>
<th>Dean</th>
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<th>Assigned Liaisons</th>
<th>Person 1</th>
<th>Person 2</th>
<th>Person 3</th>
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<td>X</td>
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<tr>
<td>2.1 Action 1</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>
APPENDIX III - FUNDING REQUESTS & GRANT OPPORTUNITIES

INFORMED BUDGET PROCESS

This section is currently in progress and should be expanded in future.

SLCC LIBRARIES’ WISH LIST

This section is currently in progress and should be expanded in future.

GRANT OPPORTUNITIES

SLCC Libraries’ Employees have been exploring possible Grant Opportunities for funding. The following are some of the Grants that have been recently explored broken down by project.

This section is currently in progress and should be expanded in future.

Family Area (in the Markosian Library)

Carl Perkins Grant

The Carl D. Perkins Career and Technical Education Act of 2006 is designed to develop more fully the academic, career and technical skills of post-secondary students by developing challenging academic and technical standards. The Act is also intended to help students prepare for high skill, high wage, or high demand occupations in current or emerging professions.

After speaking with Wayne Jolley in the Grant Office as well as Barbara Grover, Asst. Provost of Institutional Effectiveness, it was determined that the Carl Perkins Grant is not a viable option.

Center for Innovation Grants

The Center for Innovation & Professional Development provides opportunities for full-time employees to receive grants that fund innovative, transformational projects and programs for which funding might not otherwise be available. We encourage all employees to explore theses programs and submit applications. The Center supports creative excellence and celebrates new ideas that inspire change and growth.

Barbara Grover, Asst. Provost of Institutional Effectiveness, suggested that the Center for Innovation Grants should be explored. Barbara thought that the Family Area in the Library concept would fit well within the scope of a grant from the Center for Innovation.
Community Partnerships

The scope of this project is intended to encourage children to develop a love of reading, learning, and libraries by providing a broad range of learning materials, such as computers, iPads, and books for children to enjoy while their parents are studying and accessing library materials. The SLCC Libraries are already working in partnership with the SLCC Eccles Early Childhood Development Lab School and the SLCC Family Health Science Department. Additional community partnerships which will hopefully come to fruition include community partners America Reads and Volunteers of America’s Red Rock Readers program.

Through these community partnerships we hope to establish SLCC Libraries as a vital center for SLCC which advocates learning, literacy, and connecting with a diverse student body.

SLCC Archives and IR Digital Collections

Institute of Museum and Library Services (IMLS) Grants

The Institute of Museum and Library Services has the mission to “inspire libraries and museums to advance innovation, lifelong learning, and cultural and civic engagement. [They] provide leadership through research, policy development, and grant making” (http://www.imls.gov/about/default.aspx).

After a meeting with Susan Salem, Director of the Grant Office, in the Fall of 2012, it was determined that the SLCC Archives and IR Digital Collections will work with the Grant Office to explore opportunities to apply for IMLS grants in the near future. Susan Salem has been involved in the application of many IMLS grants for the University of Utah and the Mountain West Digital Library and feels her experience and expertise with these grants will be a great asset to future IMLS grant applications for SLCC.

Library and Services and Technology Act (LSTA) Grants

In the fall of 2012 the SLCC Digital Collections explored the opportunity of applying for a Utah LSTA Grant. Library Services and Technology Act (LSTA) Grants are federal funds from the Institute of Museum and Library Services that are awarded by the State Library to eligible Utah Libraries.

Unfortunately, SLCC did not meet the requirements of the LSTA Grant for the Fall 2012 round, however, we will meet the requirements for the Spring 2013 LSTA Grant round.
APPENDIX IV - DOCUMENTATION FROM MICS WORKSHOP

MICS WORKSHOP DOCUMENTS

Workshop PowerPoint -- http://bit.ly/UJ9NVg
SLCC Library System Success Factors -- http://bit.ly/QgUKXi

MICS WORKSHOP RESOURCES

The following references in this section come primarily from resources provided by the Internal Audit team during the MICS workshop and as additional resources after the MICS workshop. Some resources are specifically related to Libraries and Information Literacy; other resources are more focused on general strategic planning resources.

Documents


What’s Google up to now? Online resources for keeping up with Google and search engines -- http://bit.ly/T6JnjS


Welcome to the Library Classroom -- http://bit.ly/VJOC83


WOW Writing a Way We Serve Statement -- http://bit.ly/TVbzDd

**Videos**


Library in the Age of Google -- http://youtu.be/jMus6tZifGY

Library of the Future -- http://youtu.be/duok1woLEWs


LIBRARY STRATEGIC PLAN(NING) EXAMPLES

The following are examples of Library-centric Strategic Plans from institutions in the Mountain West as well as other institutions around the United States which demonstrate key elements typically found in Library-centric Strategic Plans and how those Plans are disseminated.


Murray Library Strategic Plan: 2010-2012 -- http://murraylibrary.org/strategic-plan/


The Salt Lake City Public Library System, Mission and Strategic Plan -- http://www.slcl.lib.ut.us/about/mission/


TALENT MANAGEMENT (SLCC NEW INITIATIVE)

HR PowerPoint Presentation -- http://www.slcc.edu/hr/docs/Talent_Management.pdf

Talent Management Plan (Multi-format documentation) -- http://www.slcc.edu/hr/docs/Talent%20Management%20Plan.pdf
APPENDIX VI - ONE-PAGE SYNOPSIS DOCUMENT

The following are examples of one-page documents which present a synopsis of the overall document which outlines the processes for “Re-engineering the SLCC Libraries.” Each of the following options exemplifies specific presentation techniques that have specific foci. In the finalized one-page synopsis, the SLCC Libraries Planning Group will likely utilize different aspect from each of the following examples to produce a document which best conveys the key components of the “Re-engineering the SLCC Libraries.”

This section is currently in progress and should be expanded in future.

Goals, Objectives, Actions/Strategies Focused Examples:

By March 30, 2011, we plan to:

**Goals**
- Start a dialog. (Get readers to share their ideas & thoughts.)
- Attract more readers.
- Attract guest bloggers.

**Objectives**
- 1% of readers comment.
- Double readership.
- 5 guest bloggers.

**Strategies**
- Encourage readers to comment.
- Make our blog more visible.
- Make a direct appeal to potential guest bloggers.

**Tactics**
- Ask compelling questions that will spark interest from readers.
- Send a link to our blog to our friends, family, and colleagues.
- Invite 10 people to write guest posts.
- Publish our email address on posts.
- Create a Facebook page.
- Suggest topics that are likely to be of interest to both the guest and our audience.
- Use Twitter as a forum.
- Contact career dev. managers to spread the word about our blog.
- Link to our blog from our staff profiles and LinkedIn.
- Comment on other blogs for a better understanding of the experience.
<table>
<thead>
<tr>
<th>PRIORITIES</th>
<th>GOALS</th>
<th>TOOLS</th>
<th>OUTCOMES</th>
</tr>
</thead>
</table>
| 1. FEDERAL, STATE, AND LOCAL LAW, POLICIES, AND TRENDS | **Address the impact of laws, policies, and trends on immigrant and refugee families and communities.** GCIR will highlight comprehensive and incremental immigration reform, immigration enforcement, labor, workforce development, citizenship, health, and other pressing issues. | • National Webinars  
• Regional Programs  
• National and Regional Member Engagement  
• Strategy Meetings  
• National Convening  
• Member eNews  
• Issue Briefs and Reports  
• Website  
• Technical assistance  
• Documentation and Evaluation | 1. Philanthropy will be more informed about and increase support of priority issues defined in the 2011-2013 strategic plan. |
| 2. ECONOMIC JUSTICE AND OPPORTUNITY | **Promote economic justice and expand economic opportunity** for low-wage immigrants and refugees. GCIR will hone in on best practices in the areas of worker organizing; cross-sector and cross-community alliance building; and workforce and asset development. | • GCIR members  
• Other foundations  
• Allied organizations, e.g., affinity groups, regional associations  
• Immigrant-based, service, organizing, and advocacy organizations  
• Government organizations  
• Labor and business groups | 2. Members working at the local, regional, national, and international levels will have deeper engagement in the work of GCIR, increasing the value and impact of our network. |
| 3. CIVIL SOBRIETY AND CIVIC PARTICIPATION | **Advance citizenship and civic participation** to fully integrate and engage newcomers into society. GCIR will partner with members locally, regionally, and nationally to increase service, advocacy, and organizing capacity to help eligible immigrants become U.S. citizens and active participants in the civic life of their communities. | • GCIR members  
• Other foundations  
• Allied organizations, e.g., affinity groups, regional associations  
• Immigrant-based, service, organizing, and advocacy organizations  
• Government organizations  
• Labor and business groups | 3. GCIR will have a system in place to assess and undertake value-added efforts to address special opportunities that emerge. |
| 4. SPECIAL OPPORTUNITIES | **Respond to nascent, new, and/or emerging immigration and/or integration issues on which GCIR can play strategic and value-added role.** | | 4. Board composition, committee structure, and staffing pattern will align with and advance the strategic goals of the organization. |

**PARTNERS**

- GCIR members
- Other foundations
- Allied organizations, e.g., affinity groups, regional associations
- Immigrant-based, service, organizing, and advocacy organizations
- Government organizations
- Labor and business groups
This example from Queens College highlights their Vision, Values, Stakeholders/End-Users, Key Themes/Goals, and Strategic Enablers/Objectives & Actions.

**Vision**
By 2015, Queens College is known as a top 5 best value institution. Global in reach, character and focus, it benefits and contributes to its location in one of the nation’s most diverse counties.

**Queens College is a Liberal Arts institution that strives to:**
- Prepare students to become leaders in a global society by offering a rigorous education under the guidance of faculty who excel in teaching and research.
- Develop exceptional graduates who think critically and explore cultures using modern technologies.

**Purpose & Values**
Our Values
- Excellence, Community, Global Perspective, Accountability, Integrity

**Stakeholders & Partners**
Our Community/city expect...
- ...our graduates to make major contributions to our community.
- ...to be sensitive and responsive to local issues.

Students, alumni, faculty and staff expect...
- ...to study and work at an internationally respected college.
- ...an education that prepares for a lifetime of challenges.
- ...strong, supportive, and efficient services.

**Key Themes**
Make key strong programs world-class
- Offer academic programs of exceptional quality.
- Recruit, develop, and retain a faculty of international quality.

Educate our Students to be global citizens
- Inspire our students to develop their full potential.
- Infuse our academic programs with a global perspective.

Build a culture of community
- Strengthen the college experience of our students.
- Make our campus welcoming, secure and "green".
- Increase our visibility and recognition.
- Be a catalyst for the development of the Borough.

**Strategic Enablers**
Improving our effectiveness
- Advance teaching methodologies.
- Increase research funding.
- Re-engineer our business processes.
- Ensure effective and innovative use of CUNY FIRST.
- Become a nationally recognized leader in using clear metrics to evaluate and strengthen our programs and services.
- Advance our facilities master plan.

Financial sustainability
- Strengthen income streams and budgeting model.
- Strengthen the research infrastructure.

Valuing and developing all our staff
- Develop activities for professional growth.
- Create and recognize success.
Strategic Plan Visualization Example:

Case Western Reserve University, Kelvin Smith Library Example.