Sacramento City College **Strategic Planning System** **Cross-Divisional Program Plan**

Planning years: 2023-24 through 2025-26
Plan Type: Program Plan

Planning Area: Library Book & Media Collection
Primary Division: Language Arts & Library
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SECTION I: OVERVIEW & REVIEW OF PREVIOUS ACCOMPLISHMENTS

A. PROGRAM DESCRIPTION

The Library Materials Program consists of library books, ebooks, DVDs, periodicals, periodical databases, and streaming media databases. These resources comprise the core educational resources that support SCC instructional programs and provide information students rely upon to succeed in their coursework.

The purpose of the SCC Library Materials Program is to support student success and college goals through the ongoing selection of library materials.
- The program plan accomplishes the library mission of "Providing a balanced, up-to-date collection of print, non-print and electronic resources."
- The program plan provides library resources to help meet college goals. Materials contribute directly to student engagement and success; successful transition to college; course and program success; preparation for degree, certificate, and transfer; improvement of basic skills; distance education; instructional improvement; and new community needs.

B: REVIEW OF ACCOMPLISHMENTS OVER THE PREVIOUS PLANNING CYCLE

1. **Outcomes assessment**. Briefly state the objectives you worked on last year and the progress you have made on those objectives since the last time the plan was updated. Provide assessment results for Administrative Unit Outcomes (AUOs) and/or Student Learning Outcomes (SLOs) from the 2020-2023 cycle, as applicable.

2020-2023 AUO and SLO Assessment Results			
College Strategic Goal	**Administrative Unit Outcome (AUO)/Student Learning Outcome (SLO)**	**Assessment Measure/Target**	**Outcome**

Goal A	1: Acquire $78,200 in funding for library materials	**Target:** Allocate funds from Program Plan to subjects, ebooks, and outreach centers per allocation formula. Manage fund allocations using a formula that balances acquisitions across subject areas. **Baseline year:** Based on the previous year's data (completed yearly at the beginning of the fall semester). **Measure(s):** Enrollment and circulation data for the allocation formula. **Data Source(s):** Enrollment information from PRIE data dashboards. Alma Analytics Circulation Data. Available upon request.	Allocations completed: Typically, we allocate 10% of the total amount for media, which we increased to approximately 25% of funding. We typically send the centers money for small reserve textbook collections, but did not this past few years due to pandemic closures and decreased enrollment. The remaining amount of money is then divided by subject area using our allocation formula (to determine how much to spend in each subject area). [(% enrollment x.3) + (% circulation x.7)] x $ materials book budget = $ (total amount after media and center money is removed)

Goal B	2: Provide materials that help students: ● complete degrees, certificates, and transfer; ● master basic skills in reading, writing, math, info competency; ● access textbooks; prepare for jobs; ● at centers	**Target:** a. Select and purchase library materials at appropriate levels in all formats, including books, ebooks, media, and periodicals using collection development policies and procedures and input from students, faculty, and staff from surveys, request forms, and other interactions. b. Through the curriculum process, work with subject area faculty to ensure the library carries sufficient material for courses. **Baseline year:** 2021-22 **Measure(s):** (see Target) **Data Source(s):** (see Target)	Purchased circulating books, textbooks, and full semester loans, excluding full semester loans paid for with outside funds. Purchased media items. Added reserve textbooks. Purchased ebooks individually and through joint decisions with the district ebooks committee. Renewed access to subscription ebooks. Correlated survey results to student demand for materials. Discussed library support for curriculum with faculty.
Goal D	3: Focus collection on up-to-date, accurate, and relevant materials.	**Target:** Systematically review collection for weeding and renewal to maintain currency, accuracy, and relevance **Baseline year:** 2021-22 **Measure(s):** Used various sources of professional literature from the field of information science, discussion with faculty on current assignments and content, participation on the curriculum committee, and more. **Data Source(s):** N/A	Weeded the circulating book collection.
Goals D & E	4: Participate equitably in Los Rios intercampus loan program.	**Target:** a. Evaluate SCC requests, order materials as appropriate. b. Track loans to identify net lending and borrowing **Baseline year:** 2021-22	Requested books and media items. Loaned books and media items.

		Measure(s): (see Target) Data Source(s): Alma Analytics (various reports can be run - available upon request)	
Goal C	5: Disseminate information about collections to campus, centers, and district.	**Target:** Send collections-related email, Facebook feeds, new books stream, featured collections on library website, articles in campus publications, and new materials lists. **Baseline year:** 2021-22 **Measure(s):** N/A **Data Source(s):** N/A	Sent collections-related email, Facebook feeds, new books stream, featured collections on library website, articles in campus publications, and more.
Goal A	6: Compile library reports that illustrate collection trends.	**Target:** a. Use data from circulation, ILL, age of collection, input from students, instructors, surveys, policies, and formulas to assess collection value. **Baseline year:** 2021-22 **Measure(s):** (see Target) **Data Source(s):** (see Target)	Compiled data from circulation, ILL, age of collection, input from students, instructors, surveys, policies, and formulas to assess collection value.
Goal A	7: Maintain collection development processes	***Target:** a. Regularly review and distribute policies and procedures to staff. **Baseline year:** 2021–22 **Measure(s):** N/A **Data Source(s):** N/A	Updated collection policies and procedures.
Notes: *Currently, the district wide Access Services Workgroup is reviewing and updating fines and fees policies for the LRCCD libraries.			

2. **Review of last year's resource use**: Briefly explain how resources were used during the previous cycle to support the work of the plan.

Over the last three years, we significantly increased our streaming media budget, from 10% of our entire program plan funds to almost 25% of our funds due to the increased cost and usage of streaming media at SCC ($10-$20 for a DVD vs. $120-$239 for a single year streaming license).

Additionally, we purchased far more ebooks during the pandemic to increase access to materials for our students, but ebooks are more expensive than paper books (often 2x the cost) which means that we were not able to purchase the same amount of content as in previous years. Finally, we usually complete a student survey every spring, but we paused that during the pandemic. The department is discussing how to improve and reimplement the survey next academic year (2023-24).

3. Factors affecting the work of the program.

Strengths:

The Library has reliable processes for allocating money to purchase library materials. We are focused on increasing content gaps in our collection and have a focus on increasing library materials relevant to equity and anti-racism efforts.

Our ability to collect data regarding library collections, spending, circulation, and online resource usage has vastly improved as a result of the implementation of a new library system in January 2020.

Weaknesses:

In the past, the Library would conduct an annual student survey (under area 6 above) on general library use. It was run in-person, mostly from the circulation desk (where students check out physical materials like textbooks). During the pandemic, we did not conduct this as it would be difficult to compare data collected in a very different manner to past data (along with the complications of lending books during the pandemic). We will start conducting the survey again in 2023/24 (after we update the survey).

Opportunities:

The Library has seen a large increase in in-person students using library spaces as of spring 2023; therefore, we expect to be able to implement a redesigned survey to a wider pool of student recipients in 2023-24. In turn this will allow us to improve and enhance Library services to in-person students.

The Library expects to increase its ability to purchase OER materials due to increased funding for OER and ZTC materials. This will further our goals of saving students time and money, which we see as an imperative for an equity-minded approach. However, due to changes that are out of our control including new demands on Library spaces, we will need cooperation and advocacy from administrators to retain the space needed to store class sets, which require a lot of space.

The Library has acquired a scanner plus Alma-D, a digital reserves system, allowing it to lend digital reserve textbooks to students.

Challenges:

The cost of textbooks, streaming media, and ebooks has increased significantly while our annual library program plan budget for library materials has remained stagnant, which means we provide fewer and fewer resources for students every year.

In the past, the Library fined students for late books and replacement fees for unreturned items. Additionally, a registration hold was placed on student accounts, preventing them from registering for classes until they paid their library fines. During the pandemic-now, we temporarily waived all fines and registration holds, collecting a total of $108 (since July 2020). During that same period (July 2020-now), we've waived $124,000 worth of late fines and replacement fees. Specifically, of 1895 loans in FY 2021-2022, 115 (6%) have not been returned as of 2/24/23. Of 1,757 loans made in July - December 2022, 157 (9%) have not been returned as of 2/24/23. The combination of more unreturned items and a reduction of collected fees means the Library has less money to buy and replace textbooks. Currently, we are not collecting late fines; we are notifying our patrons of replacement fees, but we are not extending them to registration holds; the only consequence of not returning an item is that students can no longer check out more books until they've returned the unreturned items or paid the replacement fee (which is very unusual with only $108 collected in the last 2.5 years). Not collecting fines and fees from students (stemming from a desire to alleviate pandemic related hardships and generally providing more friendly and accessible library services) has reduced the number of books and textbooks we are able to provide our students. Additionally, it is now much more difficult for students to pay their fines and fees should they accrue any because they can't directly pay for them in their library account. We are working with IT to establish a way for students to pay their fines and fees via eServices. Finally, the District Access Services Committee is working on updating our fines and fees policies.

Every year, the Library receives College Discretionary Funds (lottery funds) in addition to Program Plan money. The CDF amount used to be around $50,000 per year but has steadily declined since 2017. In addition to inflation, the rising costs of materials, and the increased demand for electronic materials (streaming media and ebooks), the reduction in CDFs allocated to the Library directly result in fewer materials available to our students and faculty.

FY-2015 (aka 2014-15): $46,900
FY-2016: $46,900
FY-2017: $45,090
FY-2018: $48,365
FY-2019: $40,825
FY-2020: $31,157
FY-2021: $38,000
FY-2022: $19,245
FY-2023: $19,245

Library closures in 2020-21 and reduced open hours through 2022 likely contributed to the low circulation numbers in those years.

SECTION II: FUTURE GOALS, DIRECTIONS, AND STRATEGIES

A. MULTI-YEAR DIRECTIONS AND STRATEGIES

Describe the general directions in which you see the Program moving over the next 3 years. Include any multi-year initiatives in your Program Plans. Describe how these directions and initiatives align with the College Goals.

- Decrease equity related gaps in collection (Goal A & D).
- Increase the number of online materials (streaming media and ebooks) (Goal A).
- Help the SCC centers increase their reserve textbook collections (Goal A & B).
- Increase visibility of the library at various events like Club Day and conduct more class visits (Goal B).
- Continue support and visibility of library PILOT program, especially for first year students (Goal B).
- Increase assessment of library services for students, faculty, and for librarians (collection development related assessments, etc.) (Goal C).
- Increase OER support including using ZTC funds (Z degree pathways program) from ASCCC to increase class sets of textbooks to reduce costs to students (Goal D).
- Increase class sets of textbooks in CE area specifically using ZTC funds earmarked for CE programs (Goal E).
- Scan more textbooks to allow for digital loans (Goal A & B).

B. UNIT OUTCOMES: ADMINISTRATIVE UNIT OUTCOMES (AUOs) or STUDENT LEARNING OUTCOMES (SLOs) FOR THE PLANNING CURRENT CYCLE

2023-2026 AUOs and SLOs		
College Strategic Goal	**Administrative Unit Outcome (AUO)/Student Learning Outcome (SLO)**	**Expected Outcomes/Targets**
College Goal A: Deliver student-centered programs and services that demonstrate a commitment to teaching and learning effectiveness and support student success in the achievement of basic skills, certificates, degrees, transfer, jobs and other student educational goals.	AUO 1: The program will acquire requested funding for library materials.	• Expected result: Allocate funds to subject areas, ebooks, and outreach centers per formula. • Expected result: Manage fund allocations using formula to achieve balance across subject areas.
	AUO 2: The program will acquire materials that align with College Goal A (support student completion of degrees and	• Expected result: Select and purchase materials at appropriate levels in all

	certificates and/or transfer; mastering of basic skills in reading, writing, math, and info competency; accessing textbooks; preparing for jobs; accessing information at the outreach centers.)	formats, including books, ebooks, and media using collection development policies and procedures and input from students, faculty, and staff. • Expected result: Through the curriculum process, work with subject area faculty to help ensure the library carries sufficient material to support coursework.
	AUO 3: Focus collection on up-to-date, accurate, and relevant materials.	• Expected result: Systematically review collection for weeding and renewal to maintain currency, accuracy, and relevance.
	AUO 4: Participate equitably in intercampus loan program.	• Expected result: Evaluate SCC requests, purchase materials as appropriate. • Expected result: Track loans to identify net lending and borrowing.
College Goal C: Improve organizational effectiveness through increased employee engagement with the college community and continuous process improvement.	AUO 5: Disseminate information about collections to campus, outreach centers, and district.	• Expected result: Send collections-related email, featured collections on library website, Twitter/Facebook feeds, new books stream; articles in campus publications, and new materials lists.
	AUO 6: Compile library reports that illustrate collection trends.	• Expected result: Use data from circulation, ILL, age of collection, input from students, instructors, surveys, policies, and formulas to help assess collection value. • Expected result: Administer annual PFE survey; compile results.
	AUO 7: Maintain collection development processes.	• Expected result: Regularly review, update, and

		distribute policies and procedures to staff.

SECTION III: ANNUAL PROCEDURES AND RESOURCE REQUESTS FOR THE PLANNING YEAR

2023-2024 Program Plan Resource Requests						
AUOs/SLOs (include number from above tables)	Program Strategies	Timeline	Responsible persons	Resource Requirements	Previously funded? (Yes/No)	Previous Funding Source(s)
1: The program will acquire requested funding for library materials.	a. Develop Program Plan	Sept. – Nov.	Coll. Dev. Libn & Department			
	b. Receive budget and request account numbers for new FY	July – Sept.	Tech. Services staff			
	c. Assign funds to Media (approx. 25%)	July – Sept.	Tech. Services staff	$20,000	Y (for a lesser amount)	Program Plan
	d. Assign funds to outreach centers	July – Sept	Tech. Services staff	$5000 WSC $5000 DC	Y	Program Plan
	e.Determine ebooks to be purchased district wide.	Aug.– May	District ebooks librarians		Y	Program Plan & CDF
	f. Monitor expenditures per allocation formula	Monthly	Coll. Dev. Librarian and Librarians			
2: The program will acquire materials that align with College Goal A (support student completion of degrees and certificates and/or transfer; mastering of basic skills in reading, writing, math, and info competency; accessing	a.Select, purchase, process reserve textbooks	Aug. – May	Tech. Services & Circ. staff	**Included in 2g**	Y	Program Plan

textbooks; preparing for jobs; accessing information at the outreach centers.)						
	b. Select books, ebooks, media, streaming media, periodicals using policies, procedures, and input from students, faculty, and staff	Aug. – May	-Librarians			
	c.Solicit requests from faculty; meet with departments	Aug. – May	Librarians			
	d. Through curriculum, work with subject faculty to ensure material for course support					
	e.Collect additional requests from faculty, staff, and students	Aug. – July	Librarians			
	f. Receive curriculum actions, meet with faculty re: library services and collections, select materials	Aug. – May	Librarians			
	g. **Purchase** and process materials	Aug. – May	Tech. Services staff	$100,000	Y	Program Plan
3: Focus on up to date, accurate, relevant materials	a.Systematically review and weed					
	b. Purchase new or replacement titles	Aug. – May	Librarians	Included in 2g.	Y	Program Plan

4: Participate in intercampus loan	a.Evaluate SCC requests, purchase materials as appropriate	Aug. – May	Librarians, library staff	Included in 2g.	Y	Program Plan
	b. Track loans to identify net lending and borrowing					
5: Disseminate information about collections to campus, outreach centers, and district.	a.Send collections email, Twitter feeds, new books stream; articles in campus publications, slide shows, posters, new materials lists	Aug. – May	Librarians			
6: Compile reports that illustrate trends.	a.Develop analyses using newly acquired tools in Ex Libris Alma to analyze circ. data to find trends in use and collection gaps. Purchase needed materials	Aug. – May	Librarians, library staff	Included in 2g.	Y	Program Plan
	b. Administer annual PFE survey; compile results	April	Coll. dev. Librarian and Circ. staff			
	c.Produce age of collection report to track growth and age	Aug. – May	Tech. Services and Coll. dev. librarian			
	d. Produce use and age reports for weeding and updating	Aug. – May	Coll. dev. librarian			
	e.Use data from circ, ILL, online usage reports, pubn dates, input from students, instructors, surveys, formulas to		Tech. Services and Coll. Dev. librarian			

	plan assessment of collection value					
7: Maintain collection processes.	a. Track expenditure from allocation funds to evaluate and revise internal allocation formula	Aug. – May	Coll. dev. librarian			
	b. Regularly review, update, and distribute policies and procedures	Aug. – May	Library dept. chair, Librarians, library staff, dean			
			Total Program Plan Request	**$130,000**	Y	Program Plan
			Anticipated Division CDF Funds. *	$20,000	Y	College Discretionary Funds
			Total Library Materials:	**$150,000**		
	Anticipated Fines and Replacement Funds: *			Undetermined		

Notes:

*see challenges section for more detail on CDFs and Fines and Funds (pages 5-6).

Before the pandemic, the Library would receive around $20,000 per year from fines (late and unreturned books).

Currently, the district wide Access Services Workgroup is reviewing and updating fines and fees policies for the LRCCD libraries. Here are the goals underlying the changes (our guiding principles are also under review):

- Encourage use of books
- Encourage community-minded behavior
- Avoid arbitrary, unnecessary, or punitive fines/fees

Since 2019 the policies have become less punitive. One such policy change is that the libraries expunge fines and fees associated with items that have been lost for more than three years. Due to the review of policies that is currently ongoing, there is no reliable way to estimate how much money in fines and fees would be collected in the coming academic year, but we can predict with confidence that it will be lower than pre-pandemic, not only because of policy changes, but also because of the overall decrease in student enrollment at SCC.

In addition to policy changes, during the pandemic fines and fees were not collected. Therefore, fewer funds have been collected in the last three years.

APPENDIX A: DEFINITIONS

The planning year refers to the upcoming academic year. For example, this plan is being written during the 2022-2023 academic year; the first planning year of this plan is 2023-2024.

Administrative Unit Outcomes (AUOs) include goals related to service quality, efficiency, compliance, utilization of services, student satisfaction, and employee professional development, and indirectly affect the experiences of the students at SCC. AUOs help areas develop strategies to improve service delivery and student satisfaction.

Student Learning Outcomes (SLOs) are objectives of the unit that state the major skills and abilities that students will gain as a result of their work with the program. They complete the sentence: "As the result of the work of the unit, the student will be able to . . . ". Some areas, such as Tutoring, may already have SLOs in a course outline of record (in this case, from HSER 1000), and these are what should be entered into the table below.