



LIBRARY STRATEGIC PLAN

REID STATE TECHNICAL COLLEGE



EDITH A. GRAY LIBRARY AND TECHNOLOGY CENTER



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Reid State Technical College Mission

The mission of Reid State Technical College (RSTC) is to provide the citizens of the area greater and equal access to postsecondary education to provide a trained workforce for area employers to assist in the area's economic development.

Library's Mission

To support Reid State's mission, the purpose of the Edith A. Gray Library and Technology Center is to provide the information resources and research services necessary to advance and support the educational and cultural needs of students, faculty, and staff as well as the surrounding community which will enable them to function responsibly in a diverse society and contribute to global knowledge. We deliver exceptional instruction, collections, and services to foster academic success and lifelong learning.

Library's Vision

The Edith A. Gray Library and Technology Center aspires to be the heart of RSTC, integral to the Reid State Technical College's intellectual and cultural life, deeply rooted in and responsive to our diverse community by becoming an essential catalyst and partner in advancing knowledge for the common good.

- The Library will inspire creativity, discovery, and lifelong learning through transformative teaching, services, collections, and collaboration.
- The Library will provide free and equal access to information, knowledge and ideas, promote personal enrichment and lifelong learning, encourage literacy and the love of reading, and foster cultural and educational programs and partnerships.
- The Library will ensure quality service through positive human connections and an inviting environment.

Library's Core Values

Our library identified ten core values that we strive to incorporate into our work.

- We prioritize **STUDENTS FIRST** by supporting their learning experiences and removing barriers to our spaces, services, and collections and via servant leadership.
- We promote **RESPECT FOR ALL** through our inclusive and Equitable Access to Information, Delivery of Instruction, Services, and Collections.
- We promote **EXEMPLARY SERVICE** via personnel, programming, accessibility, technology, and superior collections, both historical and current, and via servant leadership.
- We seek to **CREATE AND MAINTAIN AUTHENTIC AND MEANINGFUL PARTNERSHIPS** to effectively communicate the library's values and priorities.
- We utilize **GLOBAL PERSPECTIVES** to help shape our library services and programs.
- We act with **INTEGRITY AND TRANSPARENCY** and respect privacy while providing reliable information and services.
- We teach and promote **INFORMATION LITERACY** to develop effective users of information and ideas.
- We promote **TECHNOLOGICAL INNOVATION** via providing high-quality electronic databases, training, and support for our electronic databases as well as showcasing the benefits and features of our technology.
- We promote **EQUITY, DIVERSITY AND INCLUSION** by providing a diverse and inclusive collection, introducing diverse programming, and expanding learning materials.
- We promote **INTELLECTUAL FREEDOM** by resisting censorship in our collections and programming.
- We promote **TRANSFORMATION AND VISIONARY LEADERSHIP** via inspiring change and innovation through personal values, vision, passion, belief in and commitment to the mission.

Community Survey

Reid State Technical College (RSTC) is a public two-year institution located in Evergreen, Alabama, serving around 637 students. Evergreen is the county seat of Conecuh County and has a population of 13,228. The racial demographics of Evergreen are 68% Caucasian and 27.8% African American.

Positioned between Mobile and Montgomery, RSTC offers associate degrees and operates on a semester-based academic calendar with a student-faculty ratio 28-to-1. RSTC has an open admissions policy. Of the total enrollment at RSTC, 39% of its students are males and 61% are females. Thirty-seven percent of RSTC students are dual enrolled in high school and college. The racial demographics of RSTC are 65% African American, 30% Caucasian, 1% American Indian or Alaska Native, and 0.4% Hispanic Latino. Sixty-nine percent of RSTC's students are single parents, and 40% of its students receive the Pell Grant.

While the average age of an RSTC student is twenty-four, 24% of the students are under 18 years of age, 26% of its students are ages 18-19, 12% of the students are 25-29 years of age, and 10% of the students are 20-21 and 22-24. The graduation rate at RSTC is 50%, and the highest program enrollments at RSTC are in Practical Nursing 24%, Welding 17%, and Cosmetology and Industrial Electricity 13%.

The college supports economic growth by preparing a skilled workforce for local businesses and industries. The RSTC main campus is situated in north Evergreen at the intersection of Interstate 65 and State Highway 83, serving Conecuh, Monroe, and Escambia counties and parts of Butler, Covington, and Wilcox counties.

RSTC is governed by the Alabama Community College System Board of Trustees and is accredited by the Council on Occupational Education (COE). It is currently seeking accreditation from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

SWOT Analysis Worksheets

STRENGTHS	WEAKNESSES
<p>What do you do well? What unique resources can you draw on? What do others see as your strengths?</p> <ol style="list-style-type: none"> 1. Hired a Coordinator of Library Services. 2. Highly educated, motivated, and impassioned professional. 3. Possesses an ever-growing skill set. 4. Strong emerging leader and advocate for the field of librarianship. 5. Moving in the right direction for developing and expanding library services for the RSTC community. 6. Strong values of equality in information and access. 7. Incredibly user-focused and student-centered. 8. Brilliant support and professional network. 9. Capable of harnessing new technology and trends. 10. Skilled at managing complex information in any subject. 11. Central locale on campus. 12. Strong in community development. 13. Resilient. 14. Strong adaptability skills in environments and subjects. 15. Strong electronic database collection. 16. Commitment to providing high-quality databases to support academic programs. 17. Willingness to reinvent. 18. Beautiful library space. 19. Developing a culture of assessment for evidence-based decision-making. 20. Extensive support for students both in person and at a distance. 21. Collaborations, both on campus and regionally, to maximize funds and increase access to resources for students and faculty. 22. Recommended for SAC Accreditation. 23. 	<p>What could you improve? Where do you have fewer resources than others? What are others likely to see as a weakness?</p> <ol style="list-style-type: none"> 1. Stakeholder misconceptions. 2. Library staff of 1 Librarian. 3. Coordinator of Library Services is responsible for all day-to-day and administrative tasks. 4. Limited staff restricts the library's ability to expand services. 5. No Library Strategic Plan. 6. No existing Collection Development Plan. 7. Fragmented library organization and limited staffing restricts the ability to maximize resources and enhance services, especially in web, IT, and digital curation. 8. There is no plan for when the Librarian is out on leave or at training which translates to no library service. 9. Outdated physical collection. 10. The collection contains multiple old textbooks. 11. Few physical journals that support academic programs at the college. 12. No Bibliographic Instruction program. 13. The library is not valued and utilized to its full potential. 14. The library is used to house other campus entities such as Admissions, Financial Aid, Bookstore, etc. 15. The library does NOT look like the library because other entities are located in the library on the main floor at the Circulation and Reference Desks. 16. Library space is insufficient for collection and user needs and the problem is exacerbated by environmental problems with the building. 17. Limited fund raising. 18. Library space must be made more welcoming

OPPORTUNITIES	THREATS
<p>What opportunities are open to you? What trends could you take advantage of? How can you turn your strengths into opportunities?</p> <ol style="list-style-type: none"> 1. Focus on improving the library and its services for SACSCOC accreditation and for improved service to the college and local community. 2. Advocacy engagement for the profession and non-censorship on the city, state, regional, and national levels. 3. Create and re-evaluate policies, procedures, rules, and plans annually or immediately as the need arises and as we are instituting the new academic library program. 4. Proactively create security measures to address any possible threats for loss of library materials and threats to library employees. 5. Create library policies and procedures consistent with the new academic library program being created, including a collection development policy. 6. Increasing the availability of digital information will enhance the library's ability to support extended services. 7. The development of consistent funding models will support collection levels in the face of cost inflation and allow the library's technology to be kept up-to-date consistently. 8. Increased outreach will enhance the library's ability to expand services and increase its role in the campus community. 9. Create programming to extend library services, and to develop a sense of community and trust within the academic community and the local Evergreen community. 	<p>What threats could harm you? What is your competition doing? What threats do your weaknesses expose you to?</p> <ol style="list-style-type: none"> 1. Local and national legislation. 2. Domino effect of state, regional, and national laws on print books which in turn affects collection development, library programming, funding, the accreditation process, professional certifications, contract language, and affirmative defense protections for library professionals. 3. Online and personal attacks of librarians. 4. Diversity, Equity, and Inclusion. 5. Censorship 6. Theft of library materials by patrons. 7. Lack of security measures. 8. Lack of policies and procedures. 9. Limited funding threatens the ability to sustain and build the collections. 10. Increasing student enrollment may create unmet needs. 11. Increasing variety in expectations for library services pressure limited staff. 12. New campus-wide programs and areas of interest threaten the library's ability to provide high-quality support with limited staffing and resources.

Goals

The Library Strategic Plan uses the campus's six strategic initiatives to set our goals, highlighting their alignment and demonstrating how the RSTC Library supports and strengthens these initiatives. The library has identified its initiatives tailored to librarianship and library-specific issues. We have connected these initiatives with the campus plan by including details in our strategic plan that show how they complement each other. Our goals are organized into four themes: Library Management, Student Experience, Scholarly Community, and Organizational Excellence.

Theme 1: Library Management (11 Goals)

Establishing a library program or developing an existing collection of books, e-books, and other materials in a library, involves several functions: creating the oversight or governance structure, defining the mission and purpose of the organization, securing funding, planning, developing a collection, securing or building an appropriate space, equipping the space, and marketing services. In all cases, planning for the collection should come first. Since we already have space allocated at RSTC in the Edith A. Gray Library and Technology Center, we will focus on the following goals to get the library program up and running.

1. **Goal 1:** Create a library strategic plan to determine a plan of action for the library program by June 30, 2024.
 - **Objective 1:** To provide directions for the RSTC library detailing strengths, assets, future goals, and aspirations.
 - **Objective 2:** To develop an action plan for implementing the library program.
 - **Objective 3:** To develop a way to evaluate progress toward the end goal.
2. **Goal 2:** Review, revise, and update the Library/Media Services Policies and Procedures Handbook by June 30, 2024.
 - **Objective 1:** Ensure the updated handbook aligns with the new library program.
 - **Key Performance Indicator 1:** Review other ACCS library handbooks for ideas and uniformity.
 - **Key Performance Indicator 2:** Examine Reid State's Mission Statement to align the Library's Mission Statement.
 - **Key Performance Indicator 3:** Revise and update the library mission statement by March 7, 2024.
 - **Key Performance Indicator 4:** Create the library's vision statement and Develop Core Values for the Library by June 30, 2024.
 - **Key Performance Indicator 5:** Add the updated library's mission statement, vision statement, and core values to the library website after

being presented to the Library and Media Services Committee for approval.

- **Key Performance Indicator 6:** Publish the revised handbook on the website and print a copy for my office.
- **Objective 2:** Meet with the Library Services Committee and present the revised mission, vision, and core values to them for a vote by June 27, 2024.
 - **Key Performance Indicator 1:** Vote on the Library's revised Mission Statement, Vision Statement, and Core Values.
 - **Key Performance Indicator 2:** Update the library website with approved information.
- 3. **Goal 3:** Design and create an academic library program for RSTC.
 - **Objective 1:** Determine how the library and its services can contribute to the success of our students and the college.
 - **Key Performance Indicator 1:** Provide research assistance.
 - **Task 1:** Provide reference desk coverage by Fall Semester 2024.
 - **Task 2:** Provide individual point-of-use instruction by Fall Semester 2024.
 - **Task 3:** Providing Bibliographic Instruction (BI) classes by Fall Semester 2024.
 - **Task 4:** Providing interlibrary loan services (Long-term goal) by Fall Semester 2025.
 - **Key Performance Indicator 2:** Perform collection development services to improve the collection by July 31, 2024.
 - **Task 1:** Perform a collection analysis of the physical library collection.
 - **Task 2:** Weed the library collection by July 31, 2024.
 - **Task 3:** Using the library's shelf list, delete all books that have previously been removed from the collection.
 - **Task 4:** Build relevant, diverse print and electronic collections.
 - **Task 5:** Order new materials by July 31, 2024.
 - **Task 6:** Purchase Bowker Book Analysis System by July 31, 2024.
 - **Key Performance Indicator 3:** Collaboration with faculty to incorporate BI in their curriculums by July 31, 2024.
 - **Task 1:** Attend faculty meetings and regularly meet with department heads.

- **Task 2:** Provide training for faculty on using the library’s resources and incorporating information literacy into various curriculums.
 - **Task 3:** Ensure faculty incorporates information literacy into their curriculum by pointing out how I can help.
 - **Task 4:** Keep statistics on the number of BI sessions, and training conducted each semester and each year beginning Summer 2024.
 - **Key Performance Indicator 4:** Provide outreach and engagement with the campus and the community to create a sense of belonging.
 - **Key Performance Indicator 5:** Help students to stay informed about local happenings on campus and in the local community.
 - **Task 1:** Create an information board in the library and on the website by July 31, 2024.
 - **Objective 2:** Provide a wide range of services and resources within the library program.
 - **Key Performance Indicator 1:** Examine our current services and ensure that they meet the needs of students, faculty, and staff.
 - **Task 1:** Analyze all library services surveys.
 - **Task 2:** Develop and administer a new library services questionnaire by the end of Fall Semester 2024.
 - **Task 3:** After analyzing the new questionnaire and performing Tasks 1-3 results, revise library services based on data.
 - **Key Performance Indicator 2:** Add any additional services indicated by data.
 - **Task 1:** Implement Reserves (Current textbooks, pamphlets, or articles) by Fall 2024.
 - **Task 2:** Implement reference desk services, both in-person and virtual by Fall 2024.
 - **Task 3:** Implement Interlibrary Loan (ILL) by Spring 2025.
4. **Goal 4:** Meet the scholarly, technical, and creative needs of RSTC’s diverse community.
- **Objective 1:** Build world-class collections with a focus on digital collections.
 - **Key Performance Indicator 1:** Develop a Collection Development Plan by April 2024 and adhere to its guidelines.
 - **Key Performance Indicator 2:** Build both physical and digital reference and circulating collections by December 2024.
 - **Key Performance Indicator 3:** Build the Alabama Collection focusing primarily on Conecuh County and Southwestern Alabama by December 2024.

- **Key Performance Indicator 4:** Book selections should primarily be academic and support the academic programs with a secondary focus on popular reading materials.
- **Objective 2:** Weed the current physical collection.
 - **Key Performance Indicator 1:** Remove all dated materials.
 - **Key Performance Indicator 2:** Remove all textbooks unless there is historical value.
 - **Key Performance Indicator 3:** Update with relevant materials following the Collection Development Policy.
- 5. **Goal 5:** Introduce the RSTC community to library resources, materials, and services, both in-person and online.
 - **Objective 1:** Develop a Bibliographic Instruction Program utilizing the Framework for Information Literacy in Higher Education.
 - **Key Performance Indicator 1:** Develop a face-to-face general library orientation for classes and faculty.
 - **Key Performance Indicator 2:** Develop specialized library orientation for specific classes that introduce their resources and how to responsibly use them.
 - **Task 1:** Develop Lib Guides for each program by August 31, 2024.
 - **Key Performance Indicator 3:** Develop an online general library orientation for students in Canva by July 31, 2024.
 - **Task 1:** Provide visible access on the library's website.
 - **Task 2:** Require all incoming students to complete as part of their orientation.
 - **Key Performance Indicator 4:** Revise the Scavenger Hunt for the general orientation class.
 - **Objective 2:** Improve the discoverability and access of RSTC library information resources, online subscriptions, and open-access content.
 - **Key Performance Indicator 1:** Rearrange and update the RSTC Library's website ensuring the library resources are more visible on the website and to the college community by Fall Semester 2024.
 - **Key Performance Indicator 2:** Subscribe to SpringShare and utilize it for content management on the website.
 - LibGuides (Content management system for libraries)
 - Curate resources for each academic or subject area and department.
 - Add curated resources for each academic or subject area and department to the website.
 - LibAnswers/LibChat (Communication platform built for libraries)

- LibCal (Event calendar, appointment scheduler, and room reservation tool)
 - LibConnect (E-mail marketing and communication tool)
 - LibInsight (Data collection and visualization tool)
- **Objective 3:** Improve the library’s library management system (LMS) by purchasing a new integrated library management system (ILS) that is more user-friendly and offers more services than ResourceMate.
- **Key Performance Indicator 1:** Research, compare, and analyze different ILSs by August 31, 2024.
 - **Task 1:** Atrium (Booksystems)
 - **Task 2:** Alma (ExLibris)
 - **Task 3:** Voyager (ExLibris)
 - **Task 4:** Blue Cloud Campus (Sirsi Dynex)
 - **Task 5:** Symphony (Sirsi Dynex)
 - **Task 6:** Surpass (Surpass Software)
 - **Task 7:** ResourceMate (Jawil Software Development, Inc.)
 - **Key Performance Indicator 2:** Demo the top ILS systems.
 - **Task 1:** Blue Cloud Campus
 - **Task 2:** Alma
 - **Task 3:** Atrium
 - **Task 4:** Surpass
 - **Key Performance Indicator 3:** Recommend and purchase a new ILS system by August 2024.
- **Objective 4:** Develop a marketing plan for the library promoting its resources and services to increase user awareness, foster engagement, and challenge misconceptions by September 2024.
- **Key Performance Indicator 1:** Clearly define the goal of the library’s marketing plan.
 - **Key Performance Indicator 2:** Perform market research to determine who the RSTC community is.
 - Students
 - Faculty
 - Staff
 - Community members
 - **Key Performance Indicator 3:** Determine the demographics of the RSTC community by July 31, 2024.
 - **Key Performance Indicator 4:** Determine what the RSTC community likes and dislikes by July 31, 2024.
 - **Key Performance Indicator 5:** Determine what will make the RSTC community’s lives easier by July 31, 2024.

- **Key Performance Indicator 6:** Determine whether the RSTC community uses the library by July 31, 2024.
 - **Key Performance Indicator 7:** Determine who is your target market and segment the library's community by July 31, 2024.
 - Students
 - Faculty
 - Staff
 - Community members
 - **Key Performance Indicator 8:** Position how the library wants people to think about it compared to similar libraries.
 - **Key Performance Indicator 9:** Examine other community college libraries within the ACCS and determine what their strengths are as a library (Competitive Analysis).
 - **Key Performance Indicator 10:** Develop a Market Strategy by using all the aforementioned information.
 - **Key Performance Indicator 11:** Set goals and develop metrics.ⁱ
 - **Key Performance Indicator 12:** Create a brochure of library services.
 - **Key Performance Indicator 13:** Starting Summer 2024, require all English classes to develop research-based projects or research papers as assignments on their syllabi to initiate the usage of databases and gain usage data.
 - **Key Performance Indicator 14:** By Spring Semester 2025, all faculty will be required to develop research-based projects or research papers as assignments on their syllabi.
6. **Goal 6:** Hire additional library staff to provide more effective and improved library services and to alleviate the burnout of one individual carrying the load of all library functions.
- **Objective 1:** Hire 1-2 Media Specialists or Librarians
 - **Key Performance Indicator 1:** Provides reference desk staffing and coverage with a rotation.
 - **Task 1:** Work scheduled reference desk hours in rotation between all professional personnel and PRC students to help avoid burnout.
 - **Task 2:** Divide other library work among professional staff.
 - **Key Performance Indicator 2:** Creates a Bibliographic Instruction (BI) Program Coordinator role.
 - **Task 1:** Works scheduled reference desk hours in rotation between all professional personnel and PRC students.
 - **Task 2:** Creates and manages the BI Program.

- **Task 3:** Markets the BI Program.
 - **Task 4:** Teaches and assigns classes to other professional staff.
 - **Task 5:** Maintains statistical data for BI Program.
 - **Key Performance Indicator 3:** Creates an Acquisitions and Collection Development Coordinator role.
 - **Task 1:** Assigned to Coordinator of Library Services.
 - **Task 2:** Order new materials and manage the library budget.
 - **Task 3:** Provides collection analyses for physical and e-collections, identifying areas to strengthen.
 - **Task 4:** Implement weeding projects.
 - **Task 5:** Schedule reference desk rotation hours.
 - **Task 6:** Catalog new books.
 - **Task 7:** Schedules and manages the Peer Reference Counseling students.
 - **Task 8:** Provide training for Peer Reference Counseling students.
 - **Key Performance Indicator 4:** Creates a Circulation Manager and an Inter-Library Loan Coordinator role.
 - **Task 1:** Manage check-in/check-out.
 - **Task 2:** Create and develop an interlibrary loan program for RSTC.
 - **Task 3:** Order ILL books, articles, etc. from a network of participating libraries for students, faculty, and staff.
 - **Task 4:** Notifies requestor of received items and disseminates ILL items.
 - **Task 5:** Oversees meeting space rental assignments in the library.
 - Library Conference Room
 - Library Classrooms
 - Event Space
 - **Task 6:** Manages library student workers and creates the schedule for student workers to cover the circulation desk, shelf read, etc.
7. **Goal 7:** Foster safe, secure, and inclusive spaces for the RSTC community.
- **Objective 1:** Ensure the library's space is welcoming for everyone, including students, faculty, staff, and the community.

- **Key Performance Indicator 1:** Create a positive first impression for library patrons.
 - **Task 1:** Use clear signage at the entrance and throughout the library.
 - **Task 2:** Position attractive displays at or near the entrance. Move the display case from in front of the restrooms to the wall in front of the Circulation Desk.
 - **Task 3:** Have friendly library staff greet and guide all visitors at the Circulation and Reference Desks at the entrance.
 - **Task 4:** Provide hand sanitizer, masks, and wipes to ensure safety and hygiene.
 - **Task 5:** Reduce waiting time by having an additional body to assist with checkout when there is more than one person in line for library check-out.
- **Objective 2:** Evaluate space usage within the library to determine the best usage for the library's programs and services.
 - **Key Performance Indicator 1:** Identify and study current trends in library spaces.
 - **Task 1:** Less shelving.
 - **Task 2:** More technology.
 - **Task 3:** Flexible spaces.
 - **Task 4:** Collaborative spaces (Facilitates open dialogue, and participation).
 - **Task 5:** Study places (Free of distraction).
 - **Task 6:** More focused catalogs and collections.
 - **Task 7:** Bright and modern.ⁱⁱ
 - **Key Performance Indicator 2:** Develop a needs assessment process and create a sustainable framework for gathering feedback and enabling changes to library spaces.
 - **Key Performance Indicator 3:** Improve library space comfort and infrastructure, including upgrading lighting and access to outlet outlets.ⁱⁱⁱ
 - **Key Performance Indicator 4:** Evaluate library space use to meet user needs and make changes to the spaces accordingly.
 - **Task 1:** Rearrange the library's space so that the main floor is strictly for library services and utilize the Reference and Circulation Desks as library service points.

- **Task 2:** Relocate Admissions, Financial Aid, Student Services, the Registrar, and the bookstore upstairs or to another building.
 - **Key Performance Indicator 5:** Purchase a people counter to install at the entrance to gather statistics on the traffic of people entering the library daily, weekly, monthly, and annually.
 - **Task 1:** Target people counters ranging in price from \$100-500 on Amazon and purchase one for installation at the entrance.
 - **Objective 3:** Foster a sense of community and belonging.
 - **Key Performance Indicator 1:** Respond to information inquiries from the students, faculty, staff, and the local community promptly.
 - **Key Performance Indicator 2:** Offer meeting rooms and event spaces for various campus and community groups.
 - **Key Performance Indicator 3:** Provide information and educational opportunities.
 - **Key Performance Indicator 4:** Contribute to local economic development by providing business support or resources such as the Small Business Development Center (SBDC).
 - **Task 1:** Relocate the Small Business Development Center from upstairs to the main floor.
 - **Task 2:** Place in a central location downstairs.
 - **Task 3:** Clearly label the SBDC and promote it.
 - **Key Performance Indicator 5:** Provide facilities to recharge electronic and communication devices.
 - **Key Performance Indicator 6:** Provide essential access to resources and information supporting education and literacy.^{iv}
8. **Goal 8:** Engage students academically and socially to encourage enrollment and fewer withdrawals.^v
- **Objective 1:** Foster belonging through events, programs, and jobs.
 - **Key Performance Indicator 1:** Conceptualize the library as a community that brings people together and gives them a sense of belonging.
 - **Key Performance Indicator 2:** Host various in-person and online events such as book talks, career fairs, meetings, game nights, etc.
 - **Key Performance Indicator 3:** Offer programming in partnership with student groups, campus organizations, offices that support different student identities, or community organizations.
 - **Key Performance Indicator 4:** Since a sense of belonging is very important to us as humans, library management will incorporate

fostering a sense of belonging within the workplace for all library employees:

- **Task 1:** Be open to idea-sharing collaboration.
 - **Task 2:** Promote open communication and transparency.
 - **Task 3:** Schedule regular team meetings.
 - **Task 4:** Allow anonymous feedback to be given.
 - **Task 5:** Recognize and celebrate successes.
 - **Task 6:** Prioritize inclusion and diversity.
 - **Task 7:** Support employee development and growth.^{vi}
- **Key Performance Indicator 5:** Design a comfortable and flexible space.
 - **Task 1:** Ensure the furniture and layout of the library reflects the needs and preferences of our patrons.
 - **Task 2:** Use a variety of seating options, such as couches, chairs, tables, and stools, to accommodate different activities and group sizes.
 - **Task 3:** Provide adequate lighting, ventilation, and temperature control to ensure comfort and well-being.
 - **Task 4:** Arrange shelves and collections logically and intuitively and leave space for movement and interaction.
 - **Key Performance Indicator 6:** Provide a wide mix of services and resources.
 - **Task 1:** Offer a diverse and relevant selection of materials, programs, and technologies to meet the interests and needs of the patrons.
 - **Task 2:** Update the collection regularly and solicit feedback and suggestions from your users.
 - **Task 3:** Organize events and activities that appeal to different age groups, backgrounds, and abilities, such as book clubs, workshops, lectures, and games.
 - **Task 4:** Offer online and digital services, such as e-books, databases, podcasts, and webinars, to extend your reach and convenience.
 - **Task 5:** Bring together support services to meet students where they are.

- **Task 6:** Support projects with space, tools, information, and advice.
 - **Task 7:** Build critical skills for academic and career success via bibliographic instruction.
 - **Task 8:** Rethink offerings and operations for affordability and accessibility.
- **Objective 2:** Make meaningful connections with the campus community and the local community.
- **Key Performance Indicator 1:** Make personal contact with all populations: students, faculty, staff, vendors, administrators, donors, community supporters, and the like.
 - **Key Performance Indicator 2:** Attend classes and workshops.
 - **Key Performance Indicator 3:** Attend orientation events for new or prospective students on campus.
 - **Task 1:** Attend ROAR Orientations.
 - **Key Performance Indicator 4:** Talk to departments about what they do and offer resources and services that could help them.
 - **Key Performance Indicator 5:** Volunteer and make yourself visible in the community and on your campus.
 - **Key Performance Indicator 6:** Serve on campus and community committees.
 - **Task 1:** Serve as Chair of Library and Media Services Committee.
 - **Task 2:** Serve as a member of the Academic Council.
 - **Task 3:** Serve as a member of the Campus Strategic Planning Committee.
 - **Key Performance Indicator 7:** Connect through programming, exhibits, and displays.
 - **Task 1:** Collaborate with faculty.
 - **Task 2:** Create projects for students.
 - **Task 3:** Develop an accompanying exhibit.
 - **Task 4:** Create opportunities for reflection.
 - **Task 5:** Partner with campus organizations, community organizations, schools, and libraries.
 - **Task 6:** Make local connections.
- **Objective 3:** Welcome campus organizations and the community to utilize the library's facilities and spaces for events.

- **Key Performance Indicator 1:** Schedule upstairs event space.
 - **Key Performance Indicator 2:** Schedule classes in the library classrooms and computer lab.
 - **Objective 4:** Ensure that the library is an inclusive and safe place ensuring the well-being of all.
 - **Key Performance Indicator 1:** Foster belonging through events, programs, displays, and exhibits.
 - **Key Performance Indicator 2:** Require Disability Awareness Training for library staff.
 - **Key Performance Indicator 3:** Require Inclusive Awareness Training for library staff.
 - **Key Performance Indicator 4:** Involve people with disabilities in the training.
 - **Key Performance Indicator 5:** Plan ongoing professional development for all library employees.
9. **Goal 9:** Build a diverse and relevant collection free from bias.
- **Objective 1:** Collection development should reflect the philosophy inherent in Article I of the Library Bill of Rights: “Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves.”^{vii}
 - **Objective 2:** Materials should not be excluded because of the origin, background, or views of those contributing to their creation.”
 - **Objective 3:** A diverse collection should contain content by and about a wide array of people and cultures to authentically reflect various ideas, information, stories, and experiences.
 - **Objective 4:** Provide library collections and programs that accurately and authentically reflect the cultural perspectives of diverse communities.
 - **Objective 5:** Perform a diversity audit on the physical and electronic collections.
 - **Objective 6:** Strengthen the collection where gaps exist.
10. **Goal 10:** Develop functional, inspiring, and inclusive library spaces that meet both student study and collaboration needs, as well as support broader library and college programming.
- **Objective 1:** Develop a needs assessment process and create a sustainable framework for gathering feedback and enabling changes to library spaces.
 - **Objective 2:** Improve comfort and infrastructure of library spaces including upgrading lighting and access to outlets within the building.

- **Objective 3:** Evaluate space use within the library to meet changing user needs and make changes to the spaces accordingly.
 - **Key Performance Indicator 1:** Rearrange the library’s space so that the main floor is for library services and utilize the Reference and Circulation Desks as library service points.
 - **Key Performance Indicator 2:** Relocate Admissions, Financial Aid, and Student Services upstairs or to another building.
11. **Goal 11:** Dedicate support to ensure that library services and tools are accessible and inclusive.
- **Objective 1:** Perform an accessibility audit to ensure open, equitable access for all library users.
 - **Objective 2:** Ensure that the library website meets University accessibility standards and provides streamlined access to library resources, collections, and services.
 - **Objective 3:** Identify and develop areas of support specific to our student population.

Theme 2: Student Experience (6 Goals)

The student experience is at the heart of the RSTC Library's services and programs. Our library, both physical and virtual, provides a variety of spaces for our diverse student body to engage in academic activities, professional development, and programming events. We aim to create inclusive study areas where students feel welcome, offering numerous options for quiet and silent study, as well as dynamic, collaborative spaces for group interactions. We ensure our tools, resources, and services are chosen through data-informed, equitable, and inclusive decision-making processes.

1. **Goal 1:** Provide learning and entertainment opportunities to meet the informational, educational, cultural, and recreational needs of those attending RSTC and the local community.
 - **Objective 1:** Create various programming activities for the library to host and to put the library at the forefront of the campus.
 - **Key Performance Indicator 1:** The following programs or similar programs are created: Black History Month Program, Hispanic Heritage Month Program, College Fairs, Game Night, Scavenger Hunts, and Holiday or Cultural Celebrations.
 - **Key Performance Indicator 2:** Partner with the campus community and/or local community organizations and develop collaborative programs such as Literacy Programs and Health Fairs.
 - Conecuh Public Library
 - Local churches
 - Sororities and Fraternities

- Local community service organizations such as the Junior League,
 - **Key Performance Indicator 3:** Identify community opportunities to host events for the local community at the library.
 - **Task 1:** NACA Home Ownership Workshop
 - **Task 2:** Financial Planning Workshops
- **Objective 2:** Raise awareness and visibility of the library and college to the community.
 - **Key Performance Indicator 1:** Use the library's website, social media, and print materials to create and tell our library's story.
 - **Key Performance Indicator 2:** Establish a clear and concise message.
 - **Key Performance Indicator 3:** Identify library stakeholders
 - **Task 1:** Students
 - **Task 2:** Faculty
 - **Task 3:** Administration
 - **Task 4:** Alabama Community College System
 - **Task 5:** Local Evergreen and surrounding area community
 - **Key Performance Indicator 4:** Engage stakeholders and the media via the Campus Public Relations Office.
- **Objective 3:** Support and respond to emerging academic community interests as well as established interests and demands.
 - **Key Performance Indicator 1:** Ensure that the library is organizing, cataloging, and storing information in ways that faculty and students can readily access and use.
 - **Key Performance Indicator 2:** Ensure that library collections are well-built.
 - **Key Performance Indicator 3:** Create and maintain digital collections as well as print.
 - **Key Performance Indicator 4:** Lead in transitions of pursuing new academic research, programs, and productivity.
- **Objective 4:** Expand the Library's role as a cultural and community center.
 - **Key Performance Indicator 1:** Acknowledge relationship-building as a threshold competence for the whole library.
 - **Key Performance Indicator 2:** Assign roles and responsibilities for developing and managing library relationships.
 - **Key Performance Indicator 3:** Put partnership front and center in our mission, vision, and practice.

- **Objective 5:** Extend outreach to underserved populations.
 - **Key Performance Indicator 1:** Athletic Program
 - **Key Performance Indicator 2:** Peer Reference Counseling Program
- 2. **Goal 2:** Initiate a Peer Reference Counseling (PRC) Program
 - **Key Performance Indicator 1:** Hire Library Student Assistants
 - **Key Performance Indicator 2:** Hire Work-Study Students (Free money)
 - **Key Performance Indicator 3:** Train PRC students to work on the Reference Desk along with a Librarian.
 - **Key Performance Indicator 4:** Train all other library student assistants to work in other library service areas.
- 3. **Goal 3:** Redesign and realign our services to meet the post-pandemic needs of our students and elevate the student experience.
 - **Objective 1:** Provide consistent and reliable access to relevant, quality library services, curated collections, and technologies.
 - **Key Performance Indicator 1:** Embed reliable, user-friendly, and equitable services and resources in all user environments, including in-person and online.
 - **Key Performance Indicator 2:** Remain committed to a high-quality electronic database and e-book collection.
 - **Task 1:** Retain current electronic subscriptions.
 - **Task 2:** Add additional electronic subscriptions as necessary for new programs or to increase academic coverage with existing programs.
 - **Objective 2:** Develop and support a culture of assessment within the library to enable more data-informed processes and transparency in our decision-making regarding our student-facing services and programs.
 - **Objective 3:** Review current support for our dedicated online student populations and programs and develop appropriate infrastructure where necessary.
 - **Key Performance Indicator 1:** Determine the number of online programs/classes offered.
 - **Key Performance Indicator 2:** Assess what the needs are for library services of online classes.
 - **Key Performance Indicator 3:** Implement any necessary changes based on the data.

- **Objective 4:** Provide equitable access to resources and services needed for teaching and learning so that all RSTC students can participate and thrive in their educational and professional pursuits as part of their student experience.
 - **Key Performance Indicator 1:** Develop a needs assessment that ensures that the library hours meet the needs of students, faculty, and staff.
 - **Key Performance Indicator 2:** Analyze the needs assessment that ensures that the library offers more services needed by the students and faculty.
4. **Goal 4:** Commit to purchasing updated technology in the library and throughout the campus.
- **Objective 1:** Collaborate and work with Technology Services to ensure the RSTC Library provides updated, essential, reliable technologies.
 - **Objective 2:** Maintain a retention schedule for technology to ensure outdated technologies are replaced in a timely fashion.
 - **Objective 3:** Commit to becoming a U.S. News and World Reports High Tech Campus.
 - **Objective 4:** Watch technology trends for higher education and implement relevant trends in programs offered (Ex. Artificial Intelligence, Machine Learning, and Immersive Learning).
5. **Goal 5:** Enhance customer services through improved library staff training and consistent, proactive service procedures.
- **Key Performance Indicator 1:** Actively and continuously attend library professional development workshops, meetings, and conferences.
 - **Key Performance Indicator 2:** Continuously seek opportunities for library professional development.
6. **Goal 6:** Increase the capacity of the library's services, spaces, and collections to better meet the needs of the College community.
- **Objective 1:** Align limited resources (staff, time, and library budget) to those goals and objectives that have the biggest impact.
 - **Key Performance Indicator 1:** Improve library services to make an impact.
 - **Key Performance Indicator 2:** Connect with the sister institutions within the Alabama Community College System and collaborate with them for resource sharing and Inter-Library Loans.
 - **Key Performance Indicator 3:** Connect with the local public library and collaborate with them for resource sharing and Inter-Library Loan.

- **Objective 2:** Support collection development in a variety of formats and appropriate reading levels in alignment with the RSTC curriculum.
 - **Key Performance Indicator 1:** High-quality Print Resources
 - **Key Performance Indicator 2:** Electronic/Digital
 - E-Books
 - Databases
- **Objective 3:** Enhance communication, training, and evaluation with faculty to serve our students better.
 - **Key Performance Indicator 1:** Regularly attend faculty meetings and departmental meetings to market the library's services and resources.
 - **Key Performance Indicator 2:** Form relationships with faculty.
 - **Key Performance Indicator 3:** Utilize all forms of PR to announce and advertise new resources and services.
- **Objective 4:** Strengthen the tie between resource purchases and curricular requirements by piloting user-driven and demand-driven resource acquisition.
 - **Key Performance Indicator 1:** Inform faculty and students of new purchases that support their program and curriculum.
 - **Key Performance Indicator 2:** Promote wider use of information resources/materials necessary for successful course completion and to increase student engagement.
 - **Key Performance Indicator 3:** Provide training on new products to faculty and students.
 - **Key Performance Indicator 4:** Focus library services in providing content and services that enrich the learning experience and provide measurable results.
- **Objective 5:** Emphasize continuous learning as a priority and performance expectations for all library staff.
 - **Key Performance Indicator 1:** Make professional education and continuous learning a high priority for all library staff.
 - **Key Performance Indicator 2:** Enhance customer services through improved staff training and consistent, proactive service procedures.
 - **Key Performance Indicator 3:** Develop and redesign instruction sessions, assignments, courses, and curricula.
- **Objective 6: Implement a Reserve System**
 - **Key Performance Indicator 1:** Textbooks are removed from the physical collection unless they are historical textbooks.

- **Key Performance Indicator 3:** Current Textbooks are placed on Reserve for student usage.
- **Key Performance Indicator 3:** Articles/Pamphlets may also be placed on Reserve for student usage.

Theme 3: Scholarly Community (3 Goals)

The emphasis on community at the RSTC Library fosters collaboration on campus and encourages meaningful intellectual discussions. The library provides a welcoming and inclusive atmosphere that motivates students, faculty, and staff to engage in scholarly activities and exchange ideas, sharing their knowledge and expertise with others. Partnering and collaborating with external institutions and organizations will enhance the RSTC Library's connections within the academic community at RSTC and elsewhere. Through close collaboration with campus allies and other interested parties, the RSTC Library aims to comprehend its requirements and interests more accurately, commanding the creation of more effective, impactful, and purposeful library initiatives and services.

1. **Goal 1:** Develop partnerships that promote scholarship and intellectual curiosity.
 - **Objective 1:** Collaborate with appropriate partners to offer events and programming around information literacy, including misinformation, disinformation, artificial intelligence, privacy, and other emerging issues.
 - **Key Performance Indicator 1:** Partner with local school systems in Conecuh, Butler, Wilcox, Monroe, Escambia, and Covington Counties in Alabama.
 - **Key Performance Indicator 2:** Partner with local public libraries in Conecuh, Butler, Wilcox, Monroe, Escambia, and Covington Counties in Alabama.
 - **Key Performance Indicator 3:** Expand partnerships to additional counties of Lowndes and Montgomery, AL.
 - **Key Performance Indicator 4:** Partner with the Alabama Department of Education and Alabama Community College System.
 - **Key Performance Indicator 5:** Partner with local sororities, fraternities, churches, or any other local civic organizations.
2. **Goal 2:** Prepare our students to both critically evaluate resources and critically engage in an information ecosystem that is rapidly changing and does not inherently prioritize truth by delivering responsive instructional programs to foster students' academic success and lifelong learning.
 - **Objective 1:** Ensure integrated information literacy skills across disciplines at the College.

- **Key Performance Indicator 1:** After reviewing the American College and Research Libraries Standards for Academic Libraries in Higher Education and the Standards for Information Literacy in Higher Education, examine current lesson plans with faculty and identify any areas where they may not align with the standards.
- **Key Performance Indicator 2:** Look for gaps in content, skills, or assessment. Identifying these gaps will help to modify lesson plans and ensure that they align with the standards.
- **Objective 2:** Provide library and reference instruction aimed at helping students effectively complete their assignments through critical thinking inquiry.
 - **Key Performance Indicator 1:** Develop a general library orientation and specialized library orientations for classes.
 - **Task 1:** Revise library orientation and Scavenger Hunt for the general Orientation class.
 - **Task 2:** Develop an online library orientation in Canvas.
 - **Key Performance Indicator 2:** Ensure instructional support content is aligned to providing students with skills and resources applicable to their course of study.
- **Objective 3:** Systematically assess instruction through the evaluation of students and faculty, including annual peer reviews of instruction, and enhance instructional activities and learning outcomes based on the results.
 - **Key Performance Indicator 1:** Develop questionnaires to assess instruction.
 - **Key Performance Indicator 2:** Collaborate with faculty to ensure instruction meets their needs.
 - **Key Performance Indicator 3:** Review and revise the instruction program based on data collected.
- **Objective 4:** Promote wider use of information resources/materials necessary for successful course completion and to increase student engagement.
 - **Key Performance Indicator 1:** Market the library's programs and services.
 - **Task 1:** Talk with faculty about the library programs and services.
 - **Task 2:** Create a brochure of Library Services and Programs.
 - **Task 3:** Ensure that library services and programs are on the website.

- **Key Performance Indicator 2:** Increase in library and library services usage.
 - **Objective 5:** Articulate a vision for how a small community college can effectively map information literacy to institutional outcomes.
 - **Key Performance Indicator 1:** Implement the American Library Association Framework for Information Literacy for Higher Education
 - **Key Performance Indicator 2:** Advocate for Librarianship and Information Literacy.
3. **Goal 3: Deliver** responsive instructional programs to foster students' academic success and lifelong learning.
- **Objective 1:** Ensure integrated information literacy skills across disciplines at the College.
 - **Key Performance Indicator 1:** After reviewing the academic library standards, examine current lesson plans with the instructor and identify any areas where they may not align with the standards.
 - **Key Performance Indicator 2:** Look for gaps in content, skills, or assessment. Identifying these gaps will help to modify lesson plans and ensure that they align with the standards.
 - **Objective 2:** Provide library and reference instruction aimed at helping students effectively complete their assignments through critical thinking inquiry.
 - **Key Performance Indicator 1:** Develop a general library orientation and specialized library orientations for classes.
 - **Task 1:** Revise library orientation and Scavenger Hunt for the general Orientation class.
 - **Task 2:** Develop an online library orientation in Canvas.
 - **Key Performance Indicator 2:** Ensure instructional support content is aligned to providing students with skills and resources applicable to their course of study.
 - **Objective 3:** Systematically assess instruction through the evaluation of students and faculty, including annual peer reviews of instruction, and enhance instructional activities and learning outcomes based on the results.
 - **Key Performance Indicator 1:** Questionnaires
 - **Key Performance Indicator 2:** Review and Revision
 - **Objective 4:** Articulate a vision for how a small community college can effectively map information literacy to institutional outcomes.
 - **Key Performance Indicator 1:** Implement the American Library Association Framework for Information Literacy for Higher Education.

- **Key Performance Indicator 2:** Advocate for Librarianship and Information Literacy
- **Objective 5:** Focus library services on providing content and services that enrich the learning experience and to provide measurable results.

Theme 4: Organizational Excellence (3 Goals)

Placing people at the heart of our organization, the RSTC Library focuses on supporting faculty and students. Our core objective is to achieve organizational excellence in everything we undertake. We encourage continuous learning and professional growth for our library staff and faculty, empowering them to engage in problem-solving and collective accountability, and fostering a strong sense of community within our workplace. The goal is to integrate Inclusion, Diversity, Equity, and Access (IDEA) principles into all facets of our operations and decision-making processes. We are committed to enhancing organizational efficiency by practicing ethical, servant leadership, breaking down barriers that hinder collaboration across departments and campuses, and fostering a culture of introspection and individual responsibility.

2. **Goal 1:** Exercise a people-centered and value-centered approach to library leadership and management.
 - **Objective 1:** Operationalize our values through decision-making grounded in IDEA and critical thinking.
 - **Key Performance Indicator 1:** We prioritize **Students First** and a people-centered approach utilizing servant leadership.
 - **Key Performance Indicator 2:** We promote **Respect for All** through our inclusive and Equitable Access to Information, Delivery of Instruction, Services, and Collections.
 - **Key Performance Indicator 3:** We promote **Exemplary Service** in all we do, including personnel, programming accessibility, technology, and superior collections.
 - **Key Performance Indicator 4:** We seek to **Create and Maintain Authentic and Meaningful Partnerships** to effectively communicate the library's values and priorities.
 - **Key Performance Indicator 5:** We utilize **Global Perspectives** to help shape our library services and programs.
 - **Key Performance Indicator 6:** We act with **Integrity and Transparency** in our services.
 - **Key Performance Indicator 7:** We teach and promote **Information Literacy** to develop effective users of information.
 - **Key Performance Indicator 8:** We promote **Technological Innovation** in our services.

- **Key Performance Indicator 9:** We promote **Diversity, Equity, and Inclusion** in all our services, programming, staff, and collections.
 - **Key Performance Indicator 10:** We promote **Intellectual Freedom** by refusing censorship in our collections and programming.
 - **Key Performance Indicator 11:** We promote Transformation and Visionary Leadership.
 - **Objective 2:** Foster a culture of innovation and experimentation.
 - **Objective 3:** Establish and operationalize training and leadership development opportunities for library managers.
3. **Goal 2:** Support and expand diversity, equity, and inclusion in all aspects of library services and procedures.
- **Objective 1:** Foster a learning environment that allows library faculty and staff to be comfortable with accountability and rapid change and allows them to take on challenges and new opportunities for service and resource delivery.
 - **Objective 2:** Recruit and retain a workforce that reflects our diverse students and community.
 - **Objective 3:** Maintain the library's resources and collections that embody complex and diverse historical, social, political, and economic trends.
 - **Objective 4:** Ensure library subscriptions, media, and print content reflect diverse cultural identities and perspectives.
 - **Objective 5:** Honor diversity in library communication, including publications, instructional activities, web content, etc.
 - **Objective 6:** Increase opportunities for professional development training and educational opportunities for library faculty and staff focused on understanding human differences, civility, and inclusion.
4. **Goal 3:** Engage in continual outreach and marketing with all stakeholders, including students, faculty, administration, and community partners.
- **Objective 1:** Effectively communicate the mission, goals, objectives, and policies of the library.
 - **Key Performance Indicator 1:** Library orientations
 - **Key Performance Indicator 2:** Website
 - **Key Performance Indicator 3:** Library Handbook
 - **Objective 2:** Participate in outreach with other librarians to create effective pathways for students transferring or matriculating from high school, college, and university.
 - **Key Performance Indicator 1:** Connect with local and regional Media Specialists to form a mutual alliance.

- **Key Performance Indicator 2:** Connect with local and regional public librarians to form a mutual alliance.
- **Key Performance Indicator 3:** Connect with all academic librarians within the Alabama Community College System.
- **Objective 3:** Continue to refine and promote a coherent picture of support available to individual faculty.
- **Objective 4:** Highlight successful integrations of the library in support of curriculum and student success.
- **Objective 5:** Better serve and support our users with enhanced customer service practices by all staff through training and specific professional development goals.
- **Objective 6:** Broaden student awareness and understanding of the breadth of available resources.
- **Objective 7:** Enhance the reputation of RSTC through increased contributions to the profession.
 - **Key Performance Indicator 1:** Join the following professional organizations.
 - **Task 1:** American Library Association (ALA)
 - American Association of College and Research Libraries (ACRL)
 - **Task 2:** Alabama Library Association (ALLA)
 - **Key Performance Indicator 2:** Form an alliance with all Librarians and Library Staff within the Alabama Community College System for support and cooperation.
- **Objective 8:** Broaden student awareness and understanding of the breadth of available resources.
 - **Key Performance Indicator 1:** Create engaging outreach programs.
 - **Key Performance Indicator 2:** Utilize digital platforms.
 - **Key Performance Indicator 3:** Collaborate with faculty.
 - **Key Performance Indicator 4:** Tailor services to researchers.
 - **Key Performance Indicator 5:** Host library events.
 - **Key Performance Indicator 6:** Create user-friendly guides.
 - **Key Performance Indicator 7:** Seek feedback and access needs.

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