

Program Plan



Annual Program Plan Library

CTE Program: No

Program Description: The library program comprises collections and facilities that are designed to support the college's curriculum. The program provides the following services and materials to students and to the college community: reference services/research assistance; library instruction sessions; online research guides; Canvas research modules; on and off-campus access to the library catalog and electronic resources; print/non-print materials from a variety of sources; interlibrary loan service; and publications designed to inform both faculty and students. The library is committed to providing all students with relevant, current, and easily accessible information sources that support class assignments, courses, and college programs.

Program Plan Writer/Editor/Contact Person: Danielle Kaprelian

Department Chair / Coordinator / Program Lead: Danielle Kaprelian

Dean/Manager: Matt Calfin

Initiative: Improve Student Access

Update and Improve Library Services and Technology to Meet Student Needs

Initiative Status: Active

Resource Requests

(C) Pending/Future Need - Supplement library materials budget to expand and update the print and online collection to support instruction and class assignments. (Active)

Contact Person for Request: Danielle Kaprelian

Resource Category - Where does this request belong?: (F) Other

Funding Source: General Fund

Priority: Medium

Overall / Aggregate Cost: 10000

(C) Pending/Future Need - Large library instruction classroom with computers to accommodate large classes of 40 students or more. (Active)

Justification: Currently, our library instruction classroom can host a maximum number of 31 students. We routinely schedule instruction sessions with classes that are larger than 40. Our current option is to visit the instructor in their classroom, which puts the students at a distinct disadvantage because most classrooms we visit do not have computers. A larger classroom would allow us to reach more classes and allow students the same opportunities to learn interactively.

Contact Person for Request: Matt Calfin

Resource Category - Where does this request belong?: (C) Facilities Need

Priority: Medium

Replacement Item: No

Building and Room #: LLR

(A) Active Request - Librarian Position (Active)

Justification: The library is asking for a full-time, tenure-track librarian position. With a ratio of one librarian to 6466 students (using the Fall 2020 headcount), our library has consistently ranked in the bottom ten in the state for librarian to student ratio.

A mixture of the pandemic and continuous modernization of our library has resulted in converting more of our resources over to digital access points. These services can only be beneficial to students with proper maintenance and marketing. The new

Annual Program Plan Library

librarian would be responsible for managing all aspects of the electronic-resources life cycle (researching, acquiring, establishing access, administering, supporting, and evaluating resources). This would extend to the OER/ZTC program, as these services would be included in their management portfolio. This librarian would serve as a liaison to faculty interested in identifying OER/ZTC resources and would also be a consultant for copyright and licensing issues.

We are asking for a librarian who can prosper in teaching both in the library classroom and at the reference desk and is well acquainted with current technology. This position requires a combination of strong teaching and communication skills and some expertise in digital technology as it relates to library functions.

Contact Person for Request: Matt Calfin

Resource Category - Where does this request belong?: (A) Faculty Request

Funding Source: General Fund

Priority: High

Replacement Item: Yes

(A) Active Request - Instructional Lab Technician – Learning Resources II (Active)

Justification: Two of our new campus services, Online Student Support and Equipment Lending, have experienced rapid growth and popularity in the last academic year. We are requesting a full-time Instructional Lab Technician II to serve as the lead for both services. Currently, this is a provisional position that will end in December 2021. These services are absolutely crucial for students; as they provide equitable access to technology, assistance with technology, and continued support for DE students. This position would oversee and support both the online student support and technical aspects of the services as well as the first floor computer lab. They would be the main contact for technical issues and be responsible for recruiting, training and scheduling the student personnel assigned to these areas. Without the continuation of this position, there will be no one in place to continue these services. Prior to the debut of these services, there was no formal assistance process for students who had IT/computer issues. In anticipation of more students being online, it is essential that we keep staff in place to address student needs.

Contact Person for Request: Matt Calfin

Resource Category - Where does this request belong?: (B) Classified Request

Funding Source: General Fund

Priority: High

Overall / Aggregate Cost: 96822

Replacement Item: No

(C) Pending/Future Need - Monitor to use for displaying information on campus community events and LLR signage at the Circulation Desk. (Active)

Justification: Over the years, one of the biggest concerns from students has been the lack of signage, in particular notifications of library policies and closures. Digital signage would allow circulation staff to post all pertinent information that can be updated in a timely manner.

NOTE: Item approved, but not yet completed.

Contact Person for Request: John Dobbins

Resource Category - Where does this request belong?: (C) Facilities Need

(C) Pending/Future Need - Revision of signage in the LLR: Larger sign for Copier room, directional sign for Hydration Station on the second floor of the library and revision of the call number designation on the main pillars. (Active)

Contact Person for Request: John Dobbins

Resource Category - Where does this request belong?: (C) Facilities Need

Building and Room #: LLR - Second Floor

(C) Pending/Future Need - Supplement library materials budget to expand Textbook Lending Library to support instruction and class assignments. (Active)

Justification: The textbook lending library has become a highly sought-after, heavily used collection in the short time that it has existed. Textbook lending supports economically disadvantaged students, as well as supporting students affected by AB 705 regulations. In order to maintain and expand this collection, additional funding is needed.

Annual Program Plan Library

Contact Person for Request: Danielle Kaprelian

Resource Category - Where does this request belong?: (F) Other

Funding Source: General Fund

What specific grant opportunities could help fund your request?: Previously, Basic Skills grant money was applied to this collection.

Priority: High

Overall / Aggregate Cost: 5000

Replacement Item: No

(A) Active Request - Additional funds for student staff workers. (Active)

Justification: The library operates with limited student worker staffing due to budget restrictions. Additional funds would help tremendously with staffing at optimum levels. Student workers are able to field a lot of general questions and assist students with basic tasks that help relieve library staff and faculty to be more productive in their work. In addition to this, we are taking into account raises that may occur that will affect our budget.

Contact Person for Request: John Dobbins

Resource Category - Where does this request belong?: (F) Other

Priority: High

Overall / Aggregate Cost: 10000

(A) Active Request - Self-Service Lockers for Laptop Lending to Students (Active)

Justification: We would like to request a self-service locker for students to be able to check laptops out on their own. Ideally, this machine would be in an area that is available to students past library hours so they can have access to technology when they need it - not just when the library is open. We believe that providing this technology access will promote student success and equity. This is one way for us to assist students who may have demanding work schedules and/or family at home that prohibit them from coming to campus during our open hours.

Contact Person for Request: Danielle Kaprelian

Resource Category - Where does this request belong?: (D) Technology Need

Funding Source: General Fund

Priority: Medium

Overall / Aggregate Cost: 11000

Replacement Item: No

(A) Active Request - Student Worker Budget for Online Student Support (Active)

Justification: Currently, there is no dedicated student worker budget for Online Student Support. With the addition of Online Student Support and Equipment Lending, the first floor has become a separate service area. A dedicated student worker budget is necessary to continue these services. These services are absolutely crucial for students; as they provide equitable access to technology, assistance with technology, and continued support for DE students. Prior to the debut of these services, there was no formal assistance process for students who had IT/computer issues.

Contact Person for Request: Matt Calfin

Resource Category - Where does this request belong?: (F) Other

Funding Source: General Fund

What specific grant opportunities could help fund your request?: HEERF (but we would like to request a budget line once HEERF runs out)

Priority: High

Overall / Aggregate Cost: 90000

Replacement Item: No

(C) Pending/Future Need - Permanent outdoor signage (Directing students and staff to LLR-124 and the outdoor book drop) (Active)

Justification: Students and staff often have difficulty locating the classroom LLR-124 (located outside of the building away from the main entrance). Additional outdoor signage is also needed to better direct staff and students to the overnight book drop.

Contact Person for Request: John Dobbins

Annual Program Plan Library

Resource Category - Where does this request belong?: (C) Facilities Need

Priority: Medium

Replacement Item: No

Building and Room #: LLR

(A) Active Request - Color Printer (Active)

Justification: Our current color printer is dying, and IT has recommended that we get a new one.

The Library Technical services staff handles physical processing of library materials. This includes creating labels for items in our Main Collection, Course Reserves, and Reference. In the past, we created location and item labels using stamps or an electric typewriter. We have recently started using printable labels, which require access to a color printer.

The color printer allows us to quickly create labels for library materials. It also allows us to adjust to collection changes – for example, this year we added the Social Justice Book Group collection to serve campus workgroups. Using a printer versus stamps or a typewriter provides flexibility and efficiency. We no longer have to purchase custom stamps anytime we change or create a new location or item type.

This updated process is how modern libraries handle physical processing of library materials. We require a color printer to stay in line with modern library services.

Resource Category - Where does this request belong?: (D) Technology Need

Funding Source: General Fund

Priority: Medium

Overall / Aggregate Cost: 600

Replacement Item: Yes

Building and Room #: LLR-222

(A) Active Request - Tablets with Keyboards and Wireless Barcode Scanners for Roving Services in the Library (Active)

Justification: Once we migrate over to a new library system, we will be able to take tablets into the stacks and conduct roving reference with students, roving inventory with student workers working directly in the stacks, remote bundling of items, hold pulls and in-stack collection assessment. Because our new system is cloud-based, we have a lot more freedom to work in the stacks which will increase our productivity (currently, we have to pull all books we are reviewing/processing and cart them to our desks). Additionally, we can provide quicker service to students instead of having to run back and forth to a desktop computer to provide research assistance.

Costs include:

- 3 Microsoft Surface Go Tablets (with keyboard panel) @ \$599 each
- 3 protective cases @ \$30 each
- 3 Tablet Screen Protectors @ \$10 each
- 3 Wireless Barcode Scanners @ \$130 each

Contact Person for Request: Danielle Kaprelian

Resource Category - Where does this request belong?: (D) Technology Need

Funding Source: General Fund

Priority: High

Overall / Aggregate Cost: 2310

(A) Active Request - Instructional Lab Tech I (Active)

Justification: We are requesting an Instructional Lab Tech I to replace our Library Assistant position. In the past year, we have received 209 laptops, 114 hotspots, and 280 tablets to circulate in our Equipment Lending program. This service has grown so significantly that it has become unmanageable with our current staffing situation. We are requesting an Instructional Lab Tech I to handle the circulation and prep of equipment for the lending program. Additionally, this position will work in our Circulation department, as well, where they will maintain and circulate additional equipment and materials. With our current staffing, we would be unable to sustain opening and closing hours in the library. We are requesting to fill this position to provide continuity

Annual Program Plan Library

of on-ground services, and to also support programs that provide equity for students (including laptop lending, textbook lending and online reserves).

Contact Person for Request: Matt Calfin

Resource Category - Where does this request belong?: (B) Classified Request

Funding Source: General Fund

Priority: High

Overall / Aggregate Cost: 87012

Replacement Item: Yes

(A) Active Request - .2 to .4 fill for ZTC Coordinator Position (Active)

Justification: In order to make the program sustainable, there needs to be a dedicated budget to pay for this position. Additionally, it is important that this time is extended into the summer to allow full support for faculty.

Contact Person for Request: Cynthia Sheaks-McGowan

Resource Category - Where does this request belong?: (F) Other

Funding Source: General Fund

Priority: High

Replacement Item: No

(A) Active Request - Student Worker Budget (OER Specific) – one 20-hour-a-week student worker (Active)

Justification: The ZTC Coordinator is requesting one 20-hour-per-week student worker to assist with guided research, remediation for accessibility, and ZTC/OER website maintenance.

Contact Person for Request: Cynthia Sheaks-McGowan

Resource Category - Where does this request belong?: (F) Other

Funding Source: General Fund

Priority: High

Replacement Item: No

(A) Active Request - Assistant Dean for LLR (Active)

Justification: The LLR Supervisor position has been vacant since February 2020, and we would like to have that position filled and expanded. We are requesting to fill this position so there is clear leadership for the following: managing classified staff within the Library and the Tutoring and Learning Center, hiring new classified staff and student workers, managing building emergencies and maintenance issues, and handling behavioral issues within the building. This position would also expand to oversee additional programs and services including: Instructional Design, Distance Education, and Online Student Support.

Contact Person for Request: Matt Calfin

Resource Category - Where does this request belong?: (F) Other

Funding Source: General Fund

Priority: High

Replacement Item: Yes

(A) Active Request - Funding to support faculty engaged in OER Course Conversion (Active)

Justification: Converting courses to OER can be a very time-intensive process. Funding would create an incentive for faculty to dedicate the time to working on course conversion to OER.

Contact Person for Request: Cynthia Sheaks-McGowan

Resource Category - Where does this request belong?: (F) Other

Funding Source: General Fund

Priority: High

Work Plan

Enhance the use of present library instruction tools to improve student learning and assessment.

Maintain and update equipment to assist with library instruction sessions and collection maintenance and processing.

Annual Program Plan Library

Maintain collection updated and library services functioning as needed. Continue collection development. Offer instruction session teaching and preparation. Fulfill reference work.

Provide tools for student collaboration and learning.

To Audiovisual Materials in the Library: Expand the library's audiovisual collection; Provide the equipment and tools necessary for students to view and access these materials in the library.

To Current/Relevant Resources: Continue to acquire current and relevant resources to support assignments/instruction. Continue to develop and maintain the print and electronic collection. Improve student access to current and relevant resources by providing links and access to selected eBook collections from the Library Catalog.

To Library Resources: Continue to provide access to print and electronic resources through the instruction/reference program. Continue to update and develop the website to promote library services to all students and faculty. Continue to provide reference and research assistance. Continue to provide library instruction sessions. Continue to expand the reserve textbook collection.

To Textbooks: Continue to expand the textbook reserve collection. Continue to
1) request textbooks from departments and instructors and
2) request funds from Associate Students or Co-Curricular Committee to meet students' needs for classes and assignments.

To the Library: Increase/restore library hours of operation.

Initiative: Provide a Safe Environment

Library Learning Resources Building Emergency Planning: Provide a Safe Environment for Moorpark College Students, Faculty, and Staff.

During Emergency Planning meetings and the Active Shooter debrief meeting, Library and LLR faculty and staff identified a number of opportunities to improve safety and emergency readiness.

Initiative Status: Active

Initiative Year(s): 2016 - 2017

Resource Requests

(A) Active Request - Making public restrooms lockable from the inside (with a key). (Active)

Justification: The library offers very few secure shelter-in place locations during a lockdown or active shooter event. Making the restrooms lockable would help to address this safety concern.

Contact Person for Request: John Dobbins

Resource Category - Where does this request belong?: (C) Facilities Need

Funding Source: General Fund

Priority: High

(C) Pending/Future Need - Camera surveillance system that can be linked to police monitoring. (Active)

Justification: The library regularly experiences behavioral, medical, security, and safety issues that require documentation and reporting. Upon attempts to report many of these issues, library staff discovered that the surveillance cameras are not operational in the LLR building. To insure the safety of our staff and students, and to follow-up on incidents that occur, it is crucial that we have a proper surveillance system that the police can monitor and that produces recordings we can go back to review.

NOTE: Request shows as approved through FRAWG but no action has been taken yet.

Contact Person for Request: John Dobbins

Resource Category - Where does this request belong?: (C) Facilities Need, (D) Technology Need

Funding Source: General Fund

Priority: High

Overall / Aggregate Cost: 20000

Annual Program Plan Library

Replacement Item: Yes
Building and Room #: LLR

(A) Active Request - Door/wall installed between the main circulation desk area and the processing area. (Active)

Justification: The circulation department would like to request a door installed between the general circulation work area and the circulation service desk. We are requesting this for employee safety and security of items.

With the current health requirements, a physical wall between the general work area and the service area would create a better environment for employees to work without a higher level of exposure to the large number of students that pass through the library for services.

Our circulation department has received a large number of high-priced equipment, including laptops and tablets. Having a physical barrier between the general service area and the work stations in the back would allow staff to work without having to worry about constant security of items.

In the event of an emergency (i.e. active shooter), the circulation staff have no place to shelter as we have no walls/doors in our area. If this area had a door, we would also be able to accommodate numerous students that would otherwise be in an open space near the circulation desk.

Resource Category - Where does this request belong?: (C) Facilities Need

Priority: High

Replacement Item: No

Building and Room #: LLR - Circulation Area

Initiative: Facilities and Technology Maintenance and Updates

Update and maintain the classroom, technology, lab, and office spaces utilized by this program.

Initiative Status: Active

Initiative Year(s): 2021 - 2022

Resource Requests

(C) Pending/Future Need - Replace retractable screen in LLR-210 (Active)

Justification: At least three attempts have been made to repair this screen with varied success. For instruction purposes, it would be ideal for this screen to be replaced some time in the future before it fails to operate completely.

Contact Person for Request: John Dobbins

Resource Category - Where does this request belong?: (C) Facilities Need

Priority: Low

Overall / Aggregate Cost: 2500

Replacement Item: Yes

Building and Room #: LLR-210

(C) Pending/Future Need - Replace Overhead Projection Unit (Active)

Justification: After conversations with the IT department, it was determined that the overhead projection unit in LLR-210 is out of date, and replacement parts are not readily available. Estimated cost includes reprogramming cost.

Contact Person for Request: Mary LaBarge

Resource Category - Where does this request belong?: (C) Facilities Need

Priority: Medium

Overall / Aggregate Cost: 2500

Replacement Item: Yes

Building and Room #: LLR-210

(A) Active Request - Creation of Supply Budget for Open Access Computer Lab (Active)

Justification: Currently, the Open Access Lab does not have a supplies budget. With the addition of Online Student Support and Equipment Lending, the first floor has become a separate service area. A dedicated supplies budget would allow for purchase of

Annual Program Plan Library

office/cleaning supplies, replacement of computer accessories, and additional tools to assist students.

Contact Person for Request: Matt Calfin

Resource Category - Where does this request belong?: (F) Other

Priority: High

Overall / Aggregate Cost: 1000

Building and Room #: LLR - First Floor (OAL)

(A) Active Request - Reconfiguration of Open Access Computer Lab (Active)

Justification: Requesting a reconfiguration of the OAL space (specifically the "cyber café" area on the east side of the first floor). The first floor is currently a drop-in Open Access Lab, but we would love to see this space transformed to a Online and Tech Help Center for faculty and students. We have seen usage of the desktop computers drop in the last 3 years. It would be a better utilization of the space to add tech help kiosks or tables where students and faculty can drop in and get assistance. We would like to request offices for the Instructional Design team and possibly an Instructional Lab Tech in the "cyber cafe" area of the first floor. Having a help team downstairs and a space dedicated to tech and online support means there is a visual connection for those visiting the library to recognize that we are more than just a physical space full of books. Ideally, the Instructional Design team would be able to use the LLR-126 classroom and additional spaces for tech professional development for faculty and staff. Additionally, this would be a wonderful collection of services in one place for student access (TLC, Library and Online Support).

The dean, building supervisor, and other interested parties will work with various constituency groups to determine use of the multipurpose space.

Contact Person for Request: Matt Calfin

Resource Category - Where does this request belong?: (C) Facilities Need

Priority: High

Replacement Item: No

Building and Room #: LLR- First Floor

(A) Active Request - PA System Repairs/Upgrade (Active)

Justification: We use the PA system in the library to make closing announcements. The PA system is also very important for addressing emergency situations in the library. Since students are on every floor and in a wide variety of spaces, it's important that we retain the PA system to reach all students when necessary.

Our current PA system has the following shortcomings:

- The paging microphone does not consistently work. In the past 3 years, the mic has been inconsistent. In this last semester, it is failing more often, which makes us worried it's at the end of its cycle. Announcements are often broken up, and from some places in the building they are impossible to hear.
- We used to have a wireless microphone as a backup, but this has died completely. We have no backup system in times when the paging microphone does not work.
- Our current system does not integrate with any other campus announcements. For emergency purposes it should be integrated.

Ideally the existing system would be upgraded or replaced to address all of these concerns.

Contact Person for Request: Danielle Kaprelian

Resource Category - Where does this request belong?: (C) Facilities Need, (D) Technology Need

Funding Source: General Fund

Priority: High

Building and Room #: LLR

(A) Active Request - Device Charging Carts (lockable, rolling storage) for Equipment Lending Program (Active)

Justification: In the past year, we have received 209 laptops, 114 hotspots, and 280 tablets to circulate in our Equipment Lending program. We have been finding places in the library to store these items (in locked cabinets), but we really need charging storage for at least some of these items. When we store equipment in cabinets, the battery slowly drains, and we are often circulating equipment with low or no power to students. This is very frustrating for them, as they need these devices to work

Annual Program Plan Library

immediately, or are heading to an area without power outlets.

Additionally, the current storage situation is not conducive to equipment storage. We are often stacking equipment to make it fit in the area, which increases chance for damage.

Locking, rolling storage with charging capabilities would allow our staff to properly secure and store these items.

Contact Person for Request: Matt Calfin

Resource Category - Where does this request belong?: (D) Technology Need

Funding Source: General Fund

What specific grant opportunities could help fund your request?: HEERF

Priority: High

Overall / Aggregate Cost: 2500

Replacement Item: No

Building and Room #: LLR OAL - 1st Floor

(A) Active Request - Refresh Library Chairs (Active)

Justification: The building opened 16 years ago, and all of the public-area furniture is original to that time. Over the years, chairs have broken, worn out, and been discarded; fabric has become worn and stained; and it is time for a major refresh. The condition of our chairs has become a recurring theme in the comments section of campus and library surveys. Custodians and their supervisor have indicated that regular or even occasional cleaning of the existing lounge chairs is not possible/practical.

The wooden chairs, in particular, are uncomfortable for students to sit on. Moreover, they tip backwards, and we have had several incidents of students falling backwards in these chairs.

The rolling pedestal chairs have begun to age. In several cases, the seating has separated from the unit, which can be dangerous for students. While these chairs are more comfortable, the upholstery is badly stained and aged.

We are requesting replacement of the wooden chairs and rolling pedestal chairs on the second floor of the library.

Contact Person for Request: Matt Calfin

Resource Category - Where does this request belong?: (C) Facilities Need

Funding Source: General Fund

Priority: Medium

Replacement Item: Yes

Building and Room #: LLR - 2nd Floor

Assessment: Program Overview (SWOT)



Annual Program Plan Library

CTE Program: No

Program Description: The library program comprises collections and facilities that are designed to support the college's curriculum. The program provides the following services and materials to students and to the college community: reference services/research assistance; library instruction sessions; online research guides; Canvas research modules; on and off-campus access to the library catalog and electronic resources; print/non-print materials from a variety of sources; interlibrary loan service; and publications designed to inform both faculty and students. The library is committed to providing all students with relevant, current, and easily accessible information sources that support class assignments, courses, and college programs.

Program Plan Writer/Editor/Contact Person: Danielle Kaprelian

Department Chair / Coordinator / Program Lead: Danielle Kaprelian

Dean/Manager: Matt Calfin

2021 - 2022

Strengths: The library continues to be a central hub on campus that serves all students and demographics. We are enthusiastic collaborators who partner with many departments and student services on campus to provide essential resources to students.

The library has an innovative team that is committed to providing excellent support for students, faculty, staff and community members. The library staff, in particular, came back before the campus reopened to provide continuous access and services to students.

Librarians have spent considerable time building well-developed online tools to support our online instruction and reference services for DE students and faculty. These include: Instruction modules for Canvas, a robust library of video tutorials for courses and assignments, and virtual chat, text messaging, and online reference appointments

Two of our new campus services, Online Student Support and Equipment Lending, have experienced rapid growth and popularity in the last academic year.

The textbook lending program has become a very popular resource to help students in need, and is evidence of our continued collaboration with departments and student services.

The library continues to commit to outreach work, connecting with departments to market library resources, provide support, and gather recommendations for collection development.

Library faculty and staff have increased productivity through cloud-based operation and updated system tools. The staff have fully expanded the use of SharePoint and modern productivity apps like Trello and Kanban Flow to increase communication between employees, as well as tracking project progress.

The library collection is built around the needs of the Moorpark College community. Librarians outreach to faculty to solicit recommendations for the collection, and purchase items based off curriculum and specific assignments. The library's role in the Technical Review committee ensures they are an active participant in reviewing curriculum and resources.

The library took advantage of the campus closure to evaluate the print collection. We have committed to a focused weeding project to ensure that our collection is up-to-date and relevant for student use.

College faculty can request items for the library collection by contacting a librarian or submitting requests electronically. Faculty

requests are always given preference during collection development, and the library is proud to fulfill over 95% of requests (generally the only time we cannot fill a faculty request is if the item is not available for purchase in the United States).

OER/ZTC - We are steadily increasing the number of ZTC dedicated courses on campus which is a result of ongoing campus investment in the ZTC/OER movement.

OER/ZTC - There is an increased awareness on campus about ZTC/OER and acceptance since it aids in student equity.

OER/ZTC - Preliminary evidence suggests that students are directly benefiting from ZTC courses especially with Moorpark College's Hispanic population.

OER/ZTC - There is a statewide growing movement supporting ZTC/OER work.

OER/ZTC - The Moorpark College Library has ongoing support for ZTC/OER and over the past two years this has led to greater collaboration and communication between the library and the ZTC coordinator.

Weaknesses: The library continues to employ provisional and temporary staff to assist with the ever-growing workload of services and projects. Trying to balance all of the responsibilities of the library with limited staff, interim positions, and new staff that need training is limiting the potential of what the library can do for the college community.

Last year's campus closure affected our ability to provide services in a safe environment. While we were able to move our services online, there were several services (course reserves and reference desk services) that were difficult to replicate in an online environment. We are seeing our numbers go back up after returning to campus, but our traffic has been affected by students being online.

OER/ZTC - There is still a need to institutionalize the work and find a home for ZTC/OER. A perfect example is where to place this information on a program plan. Distance education? The library? It needs a permanent home.

OER/ZTC - More transparency about what types of ZTC/OER are in use. Currently it can be difficult for students, faculty and staff to find all of the ZTC/OER resources easily.

OER/ZTC - Some OER are not immediately accessible and require remediation support.

OER/ZTC - Currently there is a lack of understanding and consistent adoption of copyright laws.

OER/ZTC - Concept of a lending library is not sustainable long term, currently it is more of a band aid than a solution.

Opportunities: We would like to continue to transform our library space to better serve students. The first floor is currently a drop-in Open Access Lab, but we would love to see this space transformed to an Online and Tech Help Center for faculty and students. The transformation of this space would create an environment that be more focused on student services, and also promote student success. We have currently made minor adjustments to the space (moved those services downstairs). Eventually, we would love to see a full redesign of this floor to accommodate offices for the Instructional Design team. Having a help team downstairs and a space dedicated to tech and online support (for students AND faculty) means there is a visual connection for those visiting the library to recognize that we are more than just a physical space full of books. This also goes along with the evolution of the library's role in technology support and assistance.

While we are a small team at the library, all of our employees are amazingly proficient with technology, which opens up many opportunities for expanding services using our library system, web design and cloud-based applications.

The library faculty would like to explore the possibility of adding a credit course based on Research Methods. We feel this course could be directly applicable to many departments, and could even work within the Guided Pathways framework.

The Textbook Lending program has garnered positive attention from numerous departments on campus. We would like to expand this service to include more subjects/departments.

Growing support and interest in Open Educational Resources is an excellent opportunity for the library. Collaboration with our OER/ZTC Coordinator will provide the library with further opportunity to support students and to continue to inform students and professors about additional resources that are available to them.

The library would like to continue to develop the expanding equipment lending program that would include laptops, calculators,

tablets and other items that would assist students in their academic success.

As the college continues to explore alternative scheduling and locations for class offerings (dual enrollment and Saturday classes), it is essential that the library increase librarian hours to accommodate requests for travel to local high schools and the delivery of library instruction for Saturday classes.

OER/ZTC - With a new ZTC/OER Librarian there is an opportunity to expand ZTC courses.

OER/ZTC - Opportunity to identify ZTC pathways to a degree, and assess any gaps in those pathways.

OER/ZTC - Currently the state of California has \$115 million in the budget to promote open education and the ZTC movement.

ZTC/OER can lead to continued and future collaboration between library, ZTC coordinator and DE (Distance Education).

Threats: Lack of staffing can limit the potential of what the library can do for the college community. With limited staff, we are often burdened with general maintenance jobs and cannot explore future projects that would help connect students to information and services. Many of our new services have expanded rapidly, with no full-time staff assigned to these areas. In order for us to maintain these services, we must have permanent staff to oversee them.

Library hours are limited. Increased hours would allow for increased access and equity for students who may be unable to use the library during the week as a result of employment and additional personal/familial responsibilities.

The design of the library building and the location of service areas puts library staff at significant risk and danger (in the event of an active shooter). For liability purposes, it's crucial that adequate safety measures and safety enhancements are implemented. At the minimum, we should have panic buttons installed at all service desks.

OER/ZTC - Some ZTC/OER projects are outside of typical faculty abilities and time constraints. In particular, the publisher created homework systems are difficult to replicate/replace with OER resources.

OER/ZTC - It may prove difficult maintaining sustainability in funding and resources.