



**KLAMATH**  
Community College

2021-22

Non-Instructional  
Department Review

Learning Resource Center  
(Library)

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## 1. SUPPORT OF THE COLLEGE MISSION

### 1A. SUMMARIZE DEPARTMENT IN TERMS OF KEY FUNCTIONS AND RESPONSIBILITIES.

The Learning Resource Center (LRC) supports our students, faculty and staff by meeting them at their point of need and assisting them to their point of success. The LRC is an integral part of Klamath Community College (KCC) and facilitates the Colleges' mission by direct and indirect support:

Key Functions and Responsibilities:

- Provide KCC stakeholders access to library materials and instruction in support of student academic success;
- By collaborating with instructors, students, the bookstore and student services, maintain current and relevant information and assessment aids.

### 1B. DESCRIBE HOW THE DEPARTMENT SUPPORTS THE OVERALL MISSION OF THE COLLEGE AS ADOPTED BY THE BOARD OF EDUCATION.

The library supports our campus and community stakeholders by meeting them at their point of need and assisting them to their point of success. The library provides access to high-quality information, instruction and other resources, to support the mission, goals and curriculum of Klamath Community College.

### 1C. DESCRIBE THE POPULATION SERVED BY THE DEPARTMENT

The LRC primarily serves Klamath County, Oregon. According to City-Data (2021), the population per square mile is 11.2 and the land area, in square miles, encompasses 5,941.05 (square miles). Klamath County residents are a diverse socio-economic population. The population reported on the 2020 US Census was 69,413. (United States Census Bureau, 2021). The population breakdown, according to Census.gov (2021) is as follows:

White	77.9% (not Hispanic or Latino)
Hispanic	13.8%
American Indian	5.0%
Two or more races	4.3%
Native Hawaiian/Pacific Islander	0.2%
Asian	1.1%

According to US Census Data (2021), education within the Klamath showed that those who were high school graduates or higher, the percent of the population 25 years+ (2015 – 2019) was 88.1%. Those with a Bachelor's degree or higher, the percent of persons age 25 years + (2015 – 2019) was 20.0% (United States Census Bureau, 2021).

In 2019, the median household income was \$46,491. The per capita income reported in the last 12 months, for 2015 – 2019 was \$25,880(United States Census Bureau, 2021). According to US Census Data

(2021), in 2019, there were 19.7% of Klamath County families living in poverty. These rates may be higher due to the current inflation rate.

The November, 2021 Employment and Unemployment release from the State of Oregon Employment Department (2021) reported that in Klamath County the seasonally adjusted unemployment rate for November 2021 was 6.0 % – down from the reported 7.2% in June 2021. (State of Oregon Employment Department, 2021)

#### 1D. DESCRIBE DEPARTMENT RESOURCES INCLUDING USAGE METRICS.

The Library is located in Building 9, Room 9214. It is comprised of a reception/ circulation area, computer classroom/lab, one storage room and two offices. As a member of the Sage Library System, the KCC library provides students and faculty access to the holdings more than 70 libraries in 15 counties of eastern and central Oregon. The library is also a member of the Orbis Cascade Alliance courier system, which provides students additional access to the holdings of more than 35 academic libraries in Oregon and Washington. The electronic collection provides access to more than 15,000 magazines and journals, as well as e-books, newspapers, films, audio files and other documents.

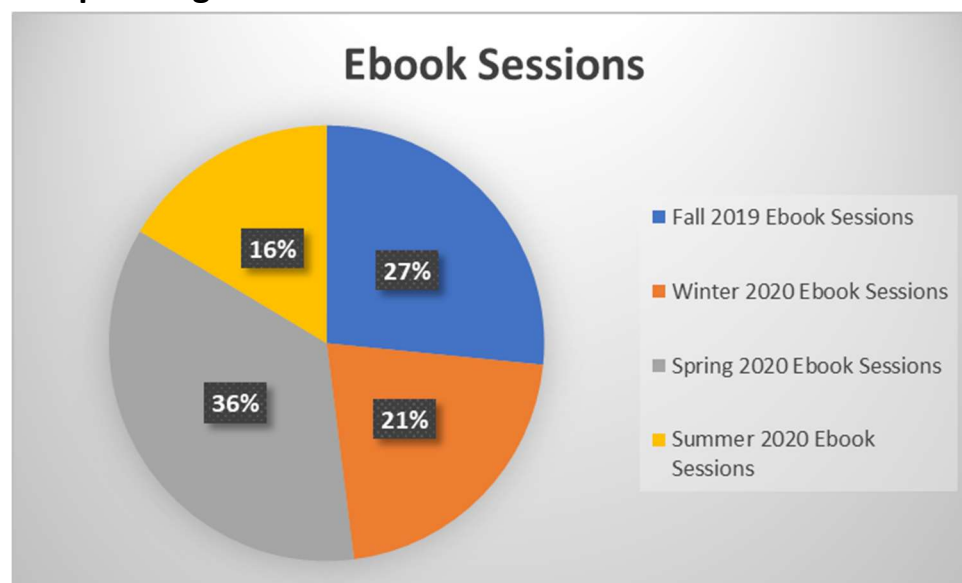
**Library:** circulation desk area with two staff computers, after hours book drop, copy machine/printer, ten student use tables, six student use computers and a physical collection of 7,000 items;

**Computer Classroom/Lab:** twenty-four student use computers, instructor's station, smartboard and whiteboard;

**Storage Room:** room for materials/supply storage and shelving for reserve collection materials;

**Office(s):** two offices, each with a staff computer, staff telephone, desk, file cabinets and shelving.

## Sample Usage Metrics:



Fall Term 2020		Winter Term 2021	
<b>Library Materials:</b>	<b>1216</b>	<b>Library Materials:</b>	<b>993</b>
<b>Ebooks:</b>		<b>Ebooks:</b>	
Sessions	5132	Sessions	3884
Searches	15432	Searches	12723
<b>Databases:</b>	<b>136533</b>	<b>Databases:</b>	<b>117500</b>
<b>Instructional Events:</b>		<b>Instructional Events:</b>	
Information Literacy	7	Information Literacy	6
Computer Lab	25	Computer Lab	11
<b>User Assistance:</b>		<b>User Assistance:</b>	
Directional	17	Directional	16
Informational	271	Informational	145
Procedural	330	Procedural	352
<b>People Count:</b>		<b>People Count:</b>	
Study Area	771	Study Area	508
Computer Lab	690	Computer Lab	466
<b>Total</b>	<b>160424</b>	<b>Total</b>	<b>136604</b>

\*Please see a detailed, monthly sample of usage metrics in the appendices.

## 2. DEPARTMENT MISSION/GOALS AND LINK TO STRATEGIC PLAN

### 2A. DESCRIBE PROGRESS TOWARD GOALS SET IN PREVIOUS REVIEW, ANNUAL BUDGET PRESENTATIONS, AND/OR STRATEGIC BUDGET PLANNING.

Goal 1- Evaluate and update library-specific policies and procedures.

Goal 2- Explore and evaluate ways of improving services that may have a positive effect on student retention and success.

Goal 3- Improve access to and quality of materials, trainings, and services for online and remote students.

These goals have been met since the last review.

- The library has updated policies and procedures.
- Through industry best practices, instructor feedback, collaboration with the bookstore and data driven metrics, the library collection (physical and electronic) is continually evaluated and adjusted to best support the students and faculty.
- The library management system is now cloud based. This allows easier access to our collections and makes it easier for patrons to acquire materials from all consortium member libraries. KCC library databases are also able to be remotely accessed. This allows students and faculty to access the materials they need for assignments from any location with an internet connection. The library has also made instructional videos that can be inserted in Canvas courses for online and remote students.

**\*Please see “*collection development and management*” policies and procedures in the appendices.**

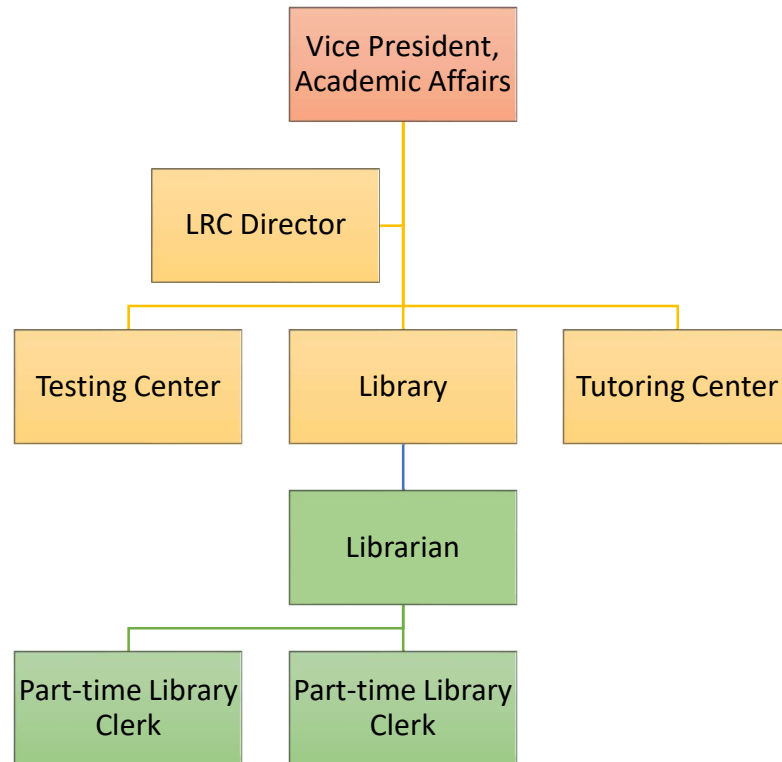
### 2B. HAVE YOU MET YOUR PREVIOUSLY SET GOALS? IF NOT, HOW DO YOU PLAN TO MEET THEM?

☒ Yes

☐ No

### 3. PERSONNEL SUMMARY

#### 3A. PROVIDE AN ORGANIZATIONAL CHART OF THE DEPARTMENT.



#### 3B. ARE CURRENT MANAGEMENT AND STAFF ADEQUATE TO PERFORM FUNCTIONS AND RESPONSIBILITIES SATISFACTORILY TO ACHIEVE DEPARTMENT GOALS? EXPLAIN THE JOB FUNCTIONS OF EACH POSITION.

☒ Yes

☐ No

☐ Somewhat

**Librarian:** responsible for the management of the library, library collection (physical and electronic), and supervision of library staff. The librarian provides library services to all KCC stakeholders. The librarian provides original and copy cataloging of library materials, assigning Library of Congress subject headings as needed. The librarian is responsible for collection evaluation and ensuring the collection aligns with academic programs. The librarian administers the library guides for students and faculty. The librarian is responsible for building and maintaining mutually beneficial relationships with other libraries, consortia, institutions and agencies. The librarian collaborates with faculty and staff to provide library and research



skills instruction as well as information literacy instruction campus-wide. The librarian provides in-person and online reference services to students, faculty and staff. The librarian collects and maintains statistical data for the evaluation of services, accreditation, state and federal reports. The librarian participates in college committees and professional local/state and national organizations.

**Library Clerk:** Responsible for assisting students, faculty and staff in the use of library resources such as the online catalog, databases, computers and copy machine/printer. Clerks are responsible for answering telephones, checking materials in and out and processing interlibrary loans. Clerks are also responsible collecting library and computer lab statistics and for the general upkeep of the library and computer lab.

### 3C. DESCRIBE ORGANIZATIONAL CHANGES THAT WILL IMPROVE DEPARTMENT PERFORMANCE, PROVIDE TIMELINESS FOR THE ACHIEVEMENT OF SUCH CHANGES, AND DESCRIBE MEASURES THAT WILL ASSESS THE EFFECTIVENESS OF SUCH CHANGES.

Since the last review, organizational changes were made that improved department performance and reduced turnover. Library clerks used to be student workers that were hired term to term. Now clerks are permanent part-time staff.

## 4. STAFF DEVELOPMENT

### 4A. DESCRIBE SPECIFIC PROFESSIONAL DEVELOPMENT ACTIVITIES IN WHICH DEPARTMENT MEMBERS PARTICIPATE, AND EXPLAIN HOW SUCH ACTIVITIES BENEFIT OR ENHANCE THE DEPARTMENT.

LRC personnel hold degrees and experience that contribute to their being able to provide quality services and instruction to students, faculty and staff. Further, the professional development activities that each member participates in, contributes to their ability to remain current in industry trends and best practices.

#### **Ongoing training offered by Klamath Community College:**

- First Aid, CPR and AED
- Chemical Spills
- Coronavirus Awareness and Health emergencies
- Child Abuse: Mandatory Reporting (Oregon)
- FERPA
- Hazard Communication
- Bloodborne Pathogen Exposure Prevention
- Fire Extinguisher Safety
- Safety Data Sheets
- Title IX and Sexual Misconduct
- Equipment and software training (Zoom and Smartboards)

### Professional Development Activities:

- The LRC hosted a “Learning Express” training seminar that included representatives from KCC, OIT and the State Library. Learning Express provides educators the tools they need to help students explore careers, prepare for their GED, prepare for college admission exams, review math and writing skills and many other tools to help students be academically successful. Collaborative training with our community partners reinforces our shared commitment to student success.
- The LRC became a member of the Orbis Cascade Alliance. Orbis is a consortium of academic libraries in Oregon and Washington. As a member of Orbis, KCC is now able to share library resources with thirty-eight colleges and universities. This increases the amount of partner libraries to one hundred and eight, academic, public and school libraries. This partnership increases the resources our stakeholders can access for homework and research.
- The LRC Director was the Association of College & Research Libraries (ACRL-Oregon) liaison to the State Library of Oregon. This appointment provided KCC a direct voice at the State level. This access allowed KCC to participate in the decisions that affect all libraries across the State.
- As a member of the ACRL Oregon scholarship committee, the LRC Director awarded scholarships for leadership training to eleven Oregon Academic Librarians. Being a member of the ACRL scholarship committee, provided KCC the opportunity to actively support and participate in the development of future library leaders across Oregon.

### Professional Development Memberships:

- Southern Oregon Library Federation
- Oregon Library Association
- Association of College & Research Libraries – Oregon
- Association of College & Research Libraries – National
- American Library Association
- Association for Library Collections and Technical Services
- Public Library Association
- REFORMA – National association to promote library & information services to Latinos and the Spanish speaking

### Degrees and Certificates

Maribel Pagan	BA Creative Writing & Literature, MS Library Information Services
Rick Ball	BA fine and Applied Art, M.Ed. Teaching Licensure: K-12 Art, K-12 Library, MS Library Science

4B. DESCRIBE AREAS OF UNMET PROFESSIONAL DEVELOPMENT NEEDS AMONG PERSONNEL IN THIS DEPARTMENT AND OUTLINE PLANS TO ADDRESS THOSE NEEDS.

- **Basic catalog processing training for part-time library clerks:**

This training would allow library clerks to assist the librarian in cataloging collection materials.

- **Basic Inventory training for part-time library clerks:**

This training would allow library clerks to assist the librarian during inventory.

Both of these needs will be met through in-house training by the librarian.

## 5. FACILITIES AND EQUIPMENT

### 5A. ARE CURRENT FACILITIES, SUCH AS CLASSROOMS, OFFICES AND EQUIPMENT, ADEQUATE TO SUPPORT THE DEPARTMENT? EXPLAIN.

☐ Yes

☐ No

☒ Somewhat

A laptop cart, laptop and software is needed for inventory and off-site new student registration. Being able to use a mobile inventory station will reduce the amount of time it takes to perform yearly inventories. It increases efficiency and reduces labor costs. Being able to register students at new student orientation and other campus sponsored events that are not in the library, would increase the efficiency of patron support. It cuts down on the time a student needs to spend in the library checking out books if the student is already in the system.

### 5B. IS AVAILABLE EQUIPMENT ADEQUATE TO SUPPORT THE DEPARTMENT? EXPLAIN.

☐ Yes

☐ No

☒ Somewhat

Laptop Cart with laptop and software to expedite inventory and new student registration.

### 5C. DESCRIBE PLANS FOR FUTURE CHANGES IN SUPPORT FACILITIES OR EQUIPMENT.

Future plans for needed facilities and/or equipment support will be part of future budgets as those needs materialize.

**6. BUDGET**

**6A. PROVIDE A FINANCIAL REPORT. EXPLAIN DEVIATIONS FROM BUDGET EXCEEDING 10% OF ANY LINE ITEM.**

**KLAMATH COMMUNITY COLLEGE DISTRICT****Fiscal Year 2021-2022****2002 - Learning Resources Center**

<b>Acct#</b>	<b>Account Description</b>	<b>Proposed Amount</b>	<b>Approved Amount</b>	<b>Adopted Amount</b>
6600	Administrative Salaries	112,637	112,637	112,637
6700	Full Time Support Staff	0	0	0
6800	Part Time Support Staff	146,000	146,000	146,000
6900	Student Wages	0	0	0
1	FICA	19,786	19,786	19,786
2	Worker's Compensation	255	255	255
3	Unemployment	2,586	2,586	2,586
4	PERS	43,832	43,832	43,832
5	Life Insurance	222	222	222
6	Accident/Disability Insurance	108	108	108
7	Health Insurance	70,800	70,800	70,800
	<b>Total Personnel Services</b>	<b>396,227</b>	<b>396,227</b>	<b>396,227</b>
7050	Supplies	2,500	2,500	2,500
7060	Books	15,000	15,000	15,000
7061	Multi-media	500	500	500
7100	Printing	100	100	100
7150	Marketing	1,000	1,000	1,000
7240	Travel	500	500	500
7250	Training & Continuing Education	500	500	500
7350	Dues / Memberships	5,513	5,513	5,513
7360	Subscriptions	66,150	66,150	66,150
7400	Contracted Services	10,000	10,000	10,000
7925	Tools & Equipment < \$5,000	0	0	0
7935	Software < \$5,000	250	250	250
7940	Furniture < \$5,000	500	500	500
	<b>Total Materials &amp; Services</b>	<b>102,513</b>	<b>102,513</b>	<b>102,513</b>
8000	Equipment	2,500	2,500	2,500
	<b>Total Capital Outlay</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
	<b>Total Expenditures</b>	<b>501,240</b>	<b>501,240</b>	<b>501,240</b>

Contracted Services was \$3,610 over budget. However, the LRC was \$53,713 under budget

**6D. DESCRIBE BUDGETARY CHALLENGES.**

Not Applicable

## 7. CONCLUSION

### 7A. DESCRIBE DEPARTMENT STRENGTHS.

The department is well organized and efficient. The staff is support orientated and takes a proactive approach to their work. The staff creates an environment conducive to study and is committed to student success.

### 7B. DESCRIBE DEPARTMENT WEAKNESSES.

Prior to the campus prioritizing distance learning because of Covid-19, the library was a popular study and activity area. During Covid, safety measures were put into place which severely restricted in-person use of the library and the physical collection. The library is working to restore the level of in-person usage. For example, the library is partnering with ASKCC to sponsor library events for students. The library is also placing banner ads in Canvas in order to increase awareness.

**\*Please see “Covid” statistics in appendices**

### 7C. DESCRIBE SUPPORT NEEDED.

As stated in 5A, and 5B, a laptop cart with a laptop and software to aid in inventory and student library registration.

### 7D. OUTLINE NEW GOALS INCLUDING TIMELINESS FOR COMPLETION, MEASURES FOR EVALUATING ACHIEVEMENT OF SUCH GOALS, AND A PROCESS FOR IMPLEMENTING IMPROVEMENTS.

- Improve inventory process – Summer Term 2022 (purchase laptop cart & laptop w/ inventory software);
- Improve student library registrations – Summer Term 2022 orientation (use laptop at student events i.e. new student orientation);
- Update instructional videos for Canvas & remote students – Summer Term 2022 (collaborate with the Center for Teaching and Learning).

## 8. APPENDICES

### 8A. SAMPLE USAGE METRICS FROM SECTION 1D.

<b>Klamath Community College</b>		
<b>Learning Resource Center</b>		
<b>Statistics</b>		
<b>October 2019</b>		
<b>Library Materials</b>		
	Class Sets	67
	Equipment	0
	ESL	0
	Graphic Novel	23
	High School Textbooks	37
	Magazines	0
	Main Collection	57
	Oversize	0
	Reserves	371
	Staff Development	2
	Videos	43
	Spanish	1
	In House Use	33
	Renewals	104
	ILL Sent	38
	ILL Received	10
	from outside Sage	5
	TOTAL	791
<b>Ebooks</b>		
Sessions = 2463		
Searches = 7819		

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<b>Databases</b>		
CQ Researcher	Searches	199
Credo	Searches	350
Ebsco	Sessions	15050
	Searches	46500
Films on Demand	Views	2801
Gale	Sessions	3798
	Searches	10691
Learning Express Library	Sessions	35
	Registrations	14
	Page Hits	2048
	Number of Tests	13
	Number of Tutorials	0
	Number of eBooks	7
Job & Career Accelerator	Sessions	15
	Registrations	3

People Count - Study Area	2394		
People Count - Computer Area	1067		
Instructional Events	see below		
Computer Lab Use - By Classes	see below		
User Assistance	632	Directional=22	
		Informational=156	
		Procedural=454	

Klamath Community College Non-Instructional Department Review:

<b>October 2019</b>																			
<b>Instructional Events - Library Tours</b>																			
Tuesday, October 3, 2019	9:30 AM		18																
	4:30 PM		19																
Monday, October 7, 2019	8:30 AM		2																
Wednesday, October 9, 2019	10:30 AM	ESL	6																
Wednesday, October 16, 2019	1:00 PM	GED	17																
Monday, October 28, 2019	11:00 AM	BUS 101	12	***Marsha - Library/Business Resources															
	12:00 PM	GED	13																
Tuesday, October 29, 2019	1:00 PM	WRI 121	8	*** Marsha (in Lakeview) - Mid-level Info. Literacy, Research skills + Internet & Databases															
			95																
				<b>Total of 8 events/95 people</b>															
<b>Computer Lab</b>																			
Tuesday, October 1, 2019	10:00 AM	NSG 210	9	*** Marsha - Nursing Resources, Databases Beg. Information Literacy															
Thursday, October 3, 2019	12:30 PM	WRI 227	18																
	2:00 PM	HIM 104	19																
Tuesday, October 8, 2019	11:00 AM	WRI 95	24																
Wednesday, October 9, 2019	12:30 PM	SPE 111	9																
Thursday, October 10, 2019	10:00 AM	SPE 111	13																
	12:30 PM	WRI 227	15																
	2:00 PM	HIM 104	8																
Monday, October 14, 2019	8:00 AM	CGS 100	27	*** Marsha - Library Overview, Beg. Information Literacy + Database Overview															
	9:00 AM	CGS 100	5																
	1:00 PM	MTH 98	8																
Tuesday, October 15, 2019	11:00 AM	WRI 95	no show																
	1:00 PM	MTH 98	10																
	2:00 PM	HIM 104	7																
	3:00 PM	SPE 111	8	*** Marsha - selecting topic/sources+ searching databases															
Wednesday, October 16, 2019	8:00 AM	CGS 100	25																
Thursday, October 17, 2019	12:30 PM	WRI 227	12																
	2:00 PM	HIM 104	7																
Friday, October 18, 2019	8:00 AM	CGS 100	25																
Monday, October 21, 2019	11:00 AM	CGS 100	20																
Tuesday, October 22, 2019	8:30 AM	CGS 100	26																
	10:00 AM	SPE 111	13	*** Marsha - Research skills + some database info.															
	11:00 AM	WRI 95	15																
Wednesday, October 23, 2019	11:00 AM	CGS 100	25																
	12:30 PM	SPE 111	10	*** Marsha - Research skills + some database info.															
Thursday, October 24, 2019	8:30 AM	CGS 100	23																
	12:30 PM	WRI 227	13																
	2:00 PM	HIM 104	9																
Friday, October 25, 2019	11:00 AM	CGS 100	20																
Monday, October 28, 2019	8:00 AM	WRI 90	6	*** Marsha - Library/tutoring center orientation, beg. information literacy + database overview															
	1:00 PM	WRI 90	6	*** Marsha - Library/tutoring center orientation, beg. information literacy + database overview															
Tuesday, October 29, 2019	11:00 AM	WRI 95	no show																
	2:00 PM	HIM 104	8																
Wednesday, October 30, 2019	11:00 AM	WRI 121	19	*** Marsha - Mid-level Information. Literacy, Research skills + Internet & Databases															
	12:30 PM	SPE 111	10																
	2:00 PM	CTL Training	no show																
Thursday, October 31, 2019	10:00 AM	SPE 111	no show																
	12:30 PM	WRI 227	11																
	2:00 PM	HIM 104	7																
	4:00 PM	WRI 121	17	*** Marsha - Mid-level Information. Literacy, Research skills + Internet & Databases															
				<b>Total of 40 scheduled classes/507 people</b>															



## 8B. COLLECTION DEVELOPMENT AND MANAGEMENT FROM SECTION 2A.

### **Library Collection Assessment Procedures**

#### **Collection Evaluation**

Collection evaluation procedures provide the guidelines that help ensure the library maintains an appropriate level of currency, depth and breadth to support KCC's mission, core themes, programs and services, wherever offered and however delivered. Collection evaluation shall be continuous. Library staff will use needs assessment best practices.

#### **Needs Assessment Aids**

- Acquire course text lists from the bookstore at the beginning of each term
- Review KCC Student Inter Library Loans (ILL) and hold requests each month
- Review circulation and database statistics each year

#### **General Selection Criteria**

- The general criteria when selecting collection materials includes:
- Relevancy to KCC courses of instruction
- Quality of content and scope of subject
- Balance of collection
- Format and ease of accessibility
- Currency of material
- Library space and cost

#### **Donations**

The KCC Library does not actively seek donations to augment the collection. All donation offers are considered and the item(s) evaluated according to the needs of the library. Any donated item(s) anonymously left at the library will be recycled if not selected to augment the collection.

#### **Cataloging**

The library's physical collection shall be cataloged according to the Sage library system standards using the Library of Congress Classification System.

#### **Library of Congress Classifications**

Class A – General Works

Class B – Philosophy, Psychology, Religion

Class C – Auxiliary Sciences of History

Class D – World History and World History of Europe, Asia, Africa, Australia, New Zealand, etc.

Class E-F – History of Americas

Class G – Geography, Anthropology, Recreation

Class H – Social Sciences

Class J – Political Science

Class K - Law

Class L - Education

Class M – Music and Books on Music

Class N – Fine Arts

Class P – Language and Literature

Class Q - Science

Class R - Medicine

Class S - Agriculture

Class T - Technology

Class U – Military Science

Class V – Naval Science

Class Z – Bibliography, Library Science, Information Resources (General)

### **Inventory**

The library's physical collection shall be inventoried each year.

### **Deselection (Weeding)**

The library's electronic (online databases) and physical collection will remain current and relevant. Library staff will follow a deselection assessment and removal schedule and follow best practices in determining which collection items are removed from the inventory.

#### **Deselection Aids**

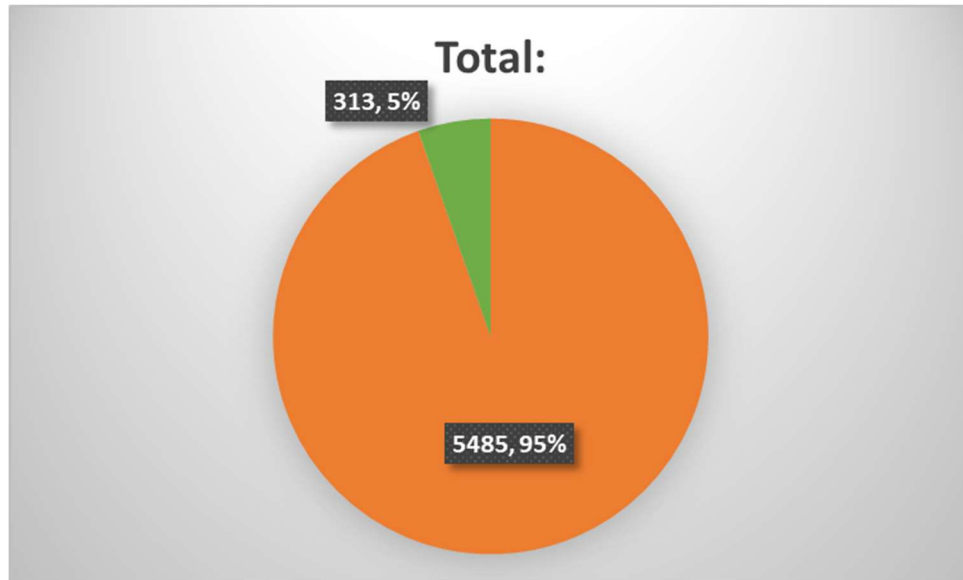
- Review course text lists from the bookstore each term.
- Review circulation statistics for each LC Class on the removal schedule

### **General Deselection Review Schedule**

Library of Congress (LC) Classification	Frequency
Q & R	Yearly
A, S & T	Every Two Years
K & L	Every Three Years
All Other Classifications	Every Five Years

8C. COVID STATISTICS FROM 7B.

Winter Term 2020		Spring Term 2020	
<b>People Count:</b>		<b>People Count:</b>	
Study Area	3542	Study Area	52
Computer Lab	1943	Computer Lab	261
<b>Total:</b>	<b>5485</b>	<b>Total:</b>	<b>313</b>



## 9. NON-INSTRUCTIONAL DEPARTMENT REVIEW RUBRIC

	Highly Developed	Developed	Emerging	Initial
<b>1—Support of the College Mission</b>	Exhibits ongoing and systematic evidence of mission achievement.	Exhibits evidence that planning guides program and services selection that supports the College's mission.	Evidence that planning intermittently informs some selection of services to support the College's mission.	Minimal evidence that plans inform selection the of services to support the College's mission.
<b>2—Accomplishments in Achieving Goals</b>	Exhibits ongoing and systematic evidence of goal achievement.	Exhibits evidence that planning guides services selection that supports goal achievement.	Evidence that planning intermittently informs some selection of services to support the goal achievement.	Minimal evidence that plans inform selection of services to support goal achievement.
<b>3—Personnel Summary</b>	Employs a sufficient number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect duties, responsibilities and authority of the position.	Employs an adequate number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect the majority of job duties, responsibilities and authority of the position.	Has a plan to employ an adequate number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect the majority of job duties, responsibilities and authority of the position.	Staffing is insufficient to meet needs.
<b>4—Staff Development</b>	Exhibits ongoing and systematic support of professional development opportunities.	Exhibits support of regular professional development opportunities.	Evidence of intermittent professional development opportunities.	Minimal evidence of professional development opportunities.
<b>5—Facilities and Equipment</b>	Facilities and resources meet	Facilities and resources meet	Evidence of a plan to have	Minimal evidence that

	current and future needs of the College.	current needs of the College	facilities and resources meet current and future needs of the College.	facilities and resources meet current and future needs of the College.
<b>6—Budget</b>	Financial resources meet current needs and are projected to meet future needs.	Financial resources meet current needs.	Evidence of a plan to acquire financial resources to meet current needs.	Minimal evidence that financial resources meet current needs.
<b>7—Strengths and Weaknesses</b>	Strengths and weaknesses are described accurately and thoroughly.	Most strengths and weaknesses are described accurately and thoroughly.	Some strengths and weaknesses are described accurately and thoroughly.	Minimal evidence that strengths and weaknesses are described accurately and thoroughly.
<b>8—New Goals and Plan</b>	Multiyear planning process with evidence of use of assessment data in planning.	Multiyear planning process with some assessment data.	Short-term planning process recently implemented.	Minimal evidence of planning process.
<b>9—Overall Evaluation</b>	Evidence of ongoing systematic use of planning in selection of programs and services.	Exhibits evidence that planning guides program and services selection that supports the College.	There is evidence that planning intermittently informs some selection of services to support the College.	Minimal evidence that plans inform selection the of services to support the College.
	<b>Highly Developed</b>	<b>Developed</b>	<b>Emerging</b>	<b>Initial</b>