Coordinator Name	Mollie Bolton	*Planning Team*	Mollie Bolton, Carolyn Eagle, John Newsham, Loretta Schnurbusch, Walter Garrett

Program Description

Purpose or Mandate
Library Media Centers (LMC) function as integral parts of the schools by helping all students achieve success, be effective users of information and become lifelong learners. The library media specialist (LMS) works in collaboration with classroom teachers, provides instruction in research skills, literacy, and helps to foster an appreciation of reading.

Summary Description of Program
Library Media Centers operate at both technical schools and all of the separate special education schools. The LMCs meet the standards for Missouri School Library Media Centers and the needs of a diverse student population. Instructional materials support the curriculum in each school. In the elementary level, the library media specialist leads 30 minute classes to provide instruction on research skills and digital literacy, as well as helping students select books for leisure reading. In the high schools, teachers schedule times with the LMS to deliver instruction jointly. Students also drop in when working on individual projects.

Which specific CSIP goals and PCF processes does this Program support?
CSIP 1.1 Ensure achievement for all students
CSIP 1.2 Ensure that all students are ready to participate in college, career or community programs
CSIP 1.3 Ensure student satisfaction and engagement
PCF 4.6 Provide library and media services

Who are the Customers/Stakeholders?

☒ Students ☐ Parents ☒ Staff ☒ Administrators
☐ Board of Education ☐ Taxpayers ☐ Other _____

What are the Customer/Stakeholder requirements?
Customer requirements include having an appropriate selection of books and resources available for check out as well as knowledgeable staff to assist in research and projects.

What is this program expected to accomplish?
Having a well organized and inviting library with a variety of materials will promote student achievement in reading and research skills as well as promoting a love of reading.

Briefly describe how this Program works
The library media centers offer scheduled as well as open library times and library instruction to students to ensure they understand how to use the library and the resources in the library. The library also has a process for students and staff to request items be purchased and available in the library and makes sure that resources are processed and shelved for availability.

What resources (type and quantity) are required to execute this plan?
Librarians and Library Clerks to support instruction and processes to ensure materials are processed and available to students and staff. A variety of resources (books, magazines, website subscriptions, DVD, curriculum support materials) for use of students and staff to increase student achievement as well as promote a love of reading.

Action Plan Summary

Previous Cycle Goals and Measurable Objectives

2012-2013 Overall Goals
Goal 1: The library media staff collaborates with the instructional staff to integrate library media resources into the curriculum and instruction.

Goal 2: The library media center assists in nurturing a lifelong love of reading.

Goal 3: LMC staff annually review and evaluate the resource collection of each LMC.

2012-2013 Objectives
1.1 The media program meets 5 of 5 indicators on NSIP standard 6.8.1 as measured by a survey.

2.1 Circulation at each LMC will maintain or increase annually.
2.2 Visits to the LMC will maintain or increase each year.

3.1 100% of materials are cataloged, classified and processed.
3.2 A core data report is prepared every spring to evaluate the LMC collection.

2013-2014 Overall Goals
Goal 1: The library media staff collaborates with the instructional staff to integrate resources into instruction.

Goal 2: The library media centers assist in nurturing a lifelong love of reading.

Goal 3: Maintain updated and appropriate media resources.

2013-2014 Objectives
1.1: 95% of teachers will indicate that they agree that library media staff collaborate to integrate resources into instruction.

2.1: Circulation at each LMC will be maintained or increased since 2012 as measured by Alexandria[1] reports.
2.2: Visits to the LMC will be maintained or increased since 2012.

3.1: Increase the use of Nook devices by 10% per school over last year in the separate special education schools.
3.2: Increase the number of electronic books by 10%.
3.3: The number of graphic novels will increase by 10%.

Current Cycle Goals and Measurable Objectives

2014-2015 Overall Goals
Goal 1: The library media staff collaborates with the instructional staff to integrate library media resources into instruction.

Expected Measurable Objectives
1.1 95% of teachers will indicate that they agree that library media staff collaborate to integrate resources into the curriculum on a teacher survey.

Goal 2: The library media centers assist in nurturing a lifelong love of reading.	2.1. Circulation at each LMC will be maintained or increased since 2013 as measured by Alexandria reports. 2.2 Visits to the LMC will be maintained or increased since 2013 as measured by logs of visits.
Goal 3: Maintain updated and appropriate library and media resources.	3.1 Increase the number of mentor texts[2] as reported from Appendix B of the Common Core State Standards. 3.2 Increase the number of award winning books (Newberry, Caldecott, etc.) in our libraries. 3.3 Increase circulation from Appendix B books[3] as measured by Alexandria reports. 3.4 Increase circulation for award winning books as measured by Alexandria reports. 3.5 Increase number of electronic books as measured by inventory. 3.6 Increase the number of graphic novels as measured by inventory.

Current Cycle (2014-2015) Action Plans

Short-term (within the next school year)
Design a single survey to gather voice of the customer data including satisfaction and recommendations to be used at all schools to unify reporting and analysis.

Quarterly meetings with Librarians to monitor goals.

Medium-term (1-2 years)
Design and implement a process to analyze usage data for internet subscriptions to correlate with LMC visits and circulation.

Long-term (3 years and more)
Continuously work to keep a welcoming library environment and keep resources current.

Evaluation Plan Summary

Program Evaluation Authority

    Board Policy IM (adopted 10/28/14). The previous evaluation report was approved by the SSD BOE on 2/11/14.

Qualitative Measures - Evaluation questions to be used

- What are the major accomplishments or benefits of this program?
- How well did this program fulfill its purpose or mandate?
- What do customers and other stakeholders consider to be the strengths and opportunities for improvement /weaknesses of the program?
- How well-aligned are the program's processes with the goals of the program?
- What is the level of deployment of this program's services?
- How should resources be changed to improve this program?
- How should goals be changed, added, or removed?

Quantitative Measures - Evaluation questions to be used

- What is the status of the program's progress toward achieving its goals?
- What are the actual costs of this program, and how do they compare to planned costs?
- What is the estimated actual benefit-cost or cost-effectiveness of this program?

Quantitative Measures – Criteria for Evaluation

Measure to be used	2014-2015 Target
1.1 Survey of the teachers	95%
2.1 Circulation report	13,500+
2.2 Visits log from libraries	25,146+
3.1 Alexandra report for appendix B books	Increase
3.2 Alexandra report for award winning books	Increase
3.3 Alexandra circulation report for Appendix B books	Increase
3.4 Alexandra circulation report for Award winning books	Increase
3.5 Inventory report for electronic books	149+
3.6 Inventory report for graphic novels	438+

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[1] Alexandria is the software used by SSD to order, inventory, and manage circulation of books and media in the Library Media Center.

[2] "Mentor texts" are textbooks suggested by Appendix B of the Common Core State Standards as exemplars of "the level of complexity and quality that the Standards require all students . . . to engage with" and are thus useful "in helping educators select texts of similar complexity, quality, and range for their own classrooms."

[3] "Appendix B books" are those suggested as exemplars in the publication *Common Core State Standards for English Language Arts & Literacy in History/Social Studies, Science, and Technical Subjects—Appendix B: Text Exemplars and Sample Performance Tasks*.

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Evaluation Summary

Purpose or Mandate

Library Media Centers (LMC) function as integral parts of the schools by helping all students achieve success, be effective users of information, and become lifelong learners. The library media specialist (LMS) works in collaboration with classroom teachers, provides instruction in research skills and literacy, and helps to foster an appreciation of reading.

This program supports the following CSIP goals and PCF processes:
    CSIP 1.1 Ensure achievement for all students
    CSIP 1.2 Ensure that all students are ready to participate in college, career or community programs
    CSIP 1.3 Ensure student satisfaction and engagement
    PCF 4.6 Provide library and media services

Program Description

Library Media Centers operate at both technical schools and all of the separate special education schools. Northview just added a Library Media Center this school year (2015-2016). The LMCs meet the standards for Missouri School Library Media Centers and the needs of a diverse student population. Instructional materials support the curriculum in each school. In the elementary level, the library media specialist leads 30-minute classes to provide instruction on research skills and digital literacy, as well as helping students select books for leisure reading. In the high schools, teachers schedule times with the LMS to deliver instruction jointly. Students also drop in when working on individual projects.

What were the major accomplishments or benefits of this program?

Having a well-organized and inviting library with a variety of materials promotes student achievement in reading and research skills as well as promoting a love of reading. Library staff collaborated with instructional staff to integrate resources into instruction. Visits to the LMC increased 11% and circulation improved 42% this year. According to our end-of-the-year survey, 96% of the teachers said LMS staff collaborate to integrate resources into instruction.

How well did this program fulfill its purpose or mandate?
☐ Inadequate   ☐ Approaching Satisfactory   ☒ Satisfactory   ☐ Excellent

What factors made essential contributions (+/-) to this rating?

Having full time staff at all but one of the schools' libraries helps to increase circulation and assist staff and students in locating materials. Adding a library clerk so that all schools have equal access to library services would improve the rating.

What is the general level of customer or stakeholder satisfaction with this program?
☐ Not at all Satisfied   ☐ Somewhat Satisfied   ☒ Very Satisfied   ☐ Completely Satisfied

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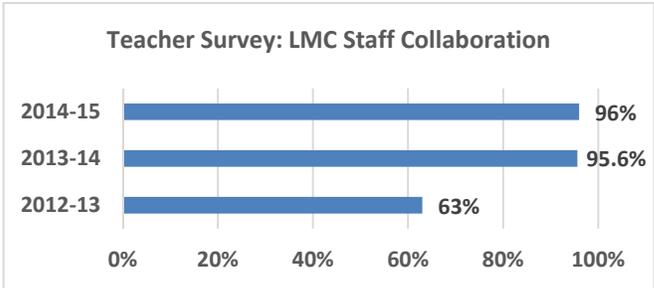## What factors made essential contributions (+/-) to this rating?
A high level of customer satisfaction is indicated by:
- Survey results indicate that 96% of the teachers agree that library media staff collaborate to integrate resources into instruction.
- Visits to the LMC showed an increase of 11% this year.
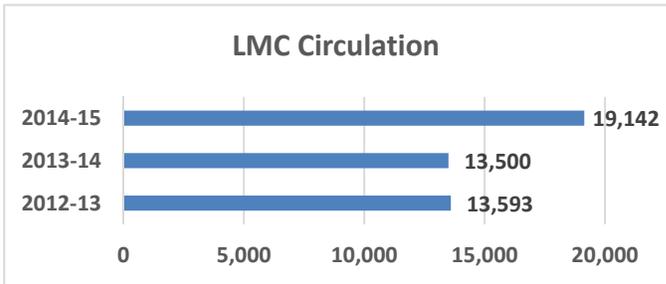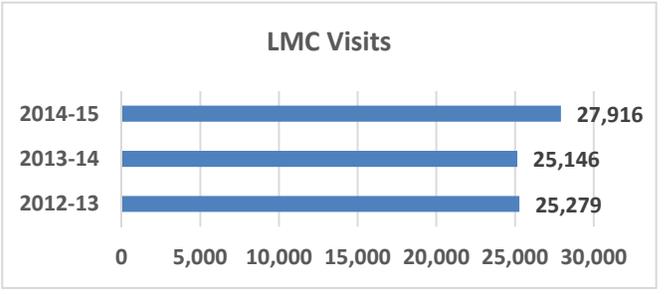- Circulation improved by 42% this year.

Evaluation Results

What is the status of the program's progress toward achieving its goals?

Goal 1: The library media staff collaborates with the instructional staff to integrate library media resources into instruction.
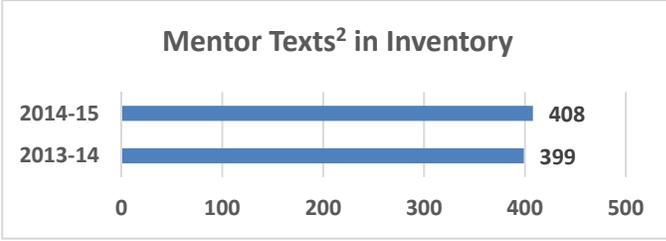
Measurable Objective 1:	95% of teachers will indicate that they agree that library media staff collaborate to integrate resources into the curriculum on a teacher survey.
Results: 178 out of 245 teachers responded to the end of the year survey (73% return rate) and 96% of them responded that this was a strength. The score is essentially unchanged from last year.	**Teacher Survey: LMC Staff Collaboration** 2014-15 — 96% 2013-14 — 95.6% 2012-13 — 63% 0% 20% 40% 60% 80% 100%

Goal 2: The library media centers assist in nurturing a lifelong love of reading.

Measurable Objective 1:	Circulation at each LMC will be maintained or increased since 2013 as measured by Alexandria[1] reports.
Results: Circulation increased 42% this year with a total of 19,142 items being checked out.	**LMC Circulation** 2014-15 — 19,142 2013-14 — 13,500 2012-13 — 13,593 0 5,000 10,000 15,000 20,000

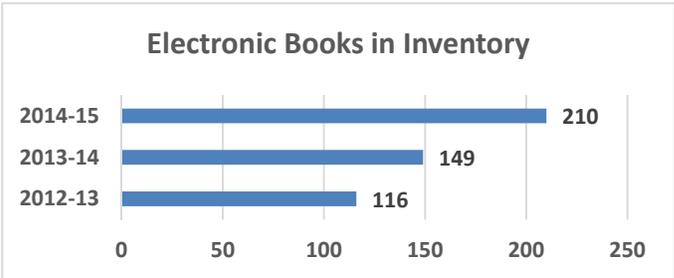| Measurable Objective 2:	Visits to the LMC will be maintained or increased since 2013 as measured by logs of visits.
Results: Visits (by students and classes) increased by 11% this year with a total of 27,916 visits.	**LMC Visits** 2014-15 27,916 2013-14 25,146 2012-13 25,279 0 5,000 10,000 15,000 20,000 25,000 30,000

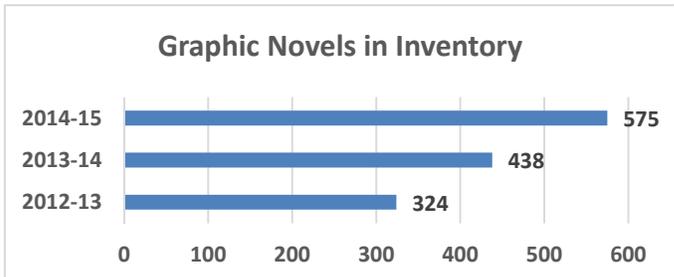**Goal 3:**   Maintain updated and appropriate library and media resources.

Measurable Objective 1:	Increase the number of mentor texts[2] as reported from Appendix B of the Common Core State Standards.
Results: The number of mentor texts increased from 399 to 408 (a 2.2% increase). Program managers indicate there is a good selection of these texts at this time.	**Mentor Texts[2] in Inventory** 2014-15 408 2013-14 399 0 100 200 300 400 500

Measurable Objective 2:	Increase the number of award winning books (Newberry, Caldecott, etc.) in our libraries.
Results: New award-winning books are added every year as those award lists become available. This year 66 books were added that were award winners (a 4.4% increase).	**Award-Winning Books in Inventory** 2014-15 1571 2013-14 1505 0 500 1000 1500 2000

Measurable Objective 3:	Increase circulation from Appendix B books[3] as measured by Alexandria reports.
Results: Circulation results show Appendix B texts were checked out 279 times this year. This was not tracked last year, so there is no comparison.

Measurable Objective 4:	Increase circulation for award-winning books as measured by Alexandria reports.
Results: Award-winning books were checked out 830 times this year. This was not tracked last year, so there is no comparison.	

Measurable Objective 5:	Increase number of electronic books as measured by inventory.

Results: 61 electronic titles were added to our inventory this year (a 40.9% increase).

Electronic Books in Inventory

2014-15	210
2013-14	149
2012-13	116

(x-axis: 0, 50, 100, 150, 200, 250)

Measurable Objective 6:	Increase the number of graphic novels as measured by inventory.

Results: The inventory of graphic novels was increased by 137 books this year (a 31.3% increase).

Graphic Novels in Inventory

2014-15	575
2013-14	438
2012-13	324

(x-axis: 0, 100, 200, 300, 400, 500, 600)

What do customers and other stakeholders consider to be the strengths and opportunities for improvement /weaknesses of the program?

Strengths
- Library staff is collaborating with teachers.
- Library collections are meeting the needs of our staff and students.
- We have processes in place to measure customer satisfaction as well as solicit needs from our customers by use of our annual survey.
- Library usage has increased.

Opportunities/Weaknesses
- Our lowest rating on our survey was for the item "computers and other technology meet the needs of our staff and students."
- Having a librarian/library clerk at each library (currently Neuwoehner does not have someone full time in the library).
- Increasing access to online resources (encyclopedia, databases, periodicals).

How well aligned are the program's processes with the goals of the program?
The program processes we have in place support the goals we have for the program. We have procedures and processes for keeping track of materials and ordering materials as well as tracking circulation and visits to the library media center. There was a district survey developed by the library media specialists to determine customer satisfaction and this survey is distributed to staff each year to complete our continuous improvement cycle for the year.

Deployment Level of Program Services
☐ Little or no deployment of program services.
☐ The program services are in the early stages of deployment in most areas or schools.
☐ Services are deployed, although some areas or schools are in early stages of deployment.
☒ Services are well deployed, although deployment may vary in some areas or schools.
☐ Services are well deployed, with no significant gaps.
☐ Services are fully deployed without significant weaknesses or gaps in any areas or schools.

Should resources be changed to improve this program?   ☒ *Yes*   ☐ *No*
If Yes, describe changes.
Increase funding to provide library clerk for Neuwoehner to ensure access to the library.

Should goals be changed, added or removed?   ☒ *Yes*   ☐ *No*
If Yes, describe changes.
- Goal 3 objective 1 should be discontinued, as we have met the requirements of this objective.
- Goal 3 objective 3 may no longer be applicable with the possible changes to the Missouri Learning Standards.
- Add an objective to goal 3 to address the increased access and use of online resources.

Evaluation Implications

What are the actual costs of this program, and how do they compare to budget?

Total Annual Expenditures:	$ 467,162.49	**Total Annual Budget:**	$ 468,224.25
Staff	$ 396,649.45	Staff	$ 396,649.45
Technology	$ 31,574.80	Technology	$ 31,574.80
General Supplies/Books/			
Subscriptions	$ 37,384.59	GS/Books/Subscripts	$ 40,000.00

What are the major sources and amounts of funds?
SSD budget

How many customers (students) are served by this program?   2,415 students

What is this program's annual cost per customer (student)? $ 193.44

Estimated Cost Effectiveness

☒ Mandated program; costs cannot be significantly reduced.

☐ Mandated program; costs could be reduced (include in Action Plan, below).

☐ Benefits greatly outweigh costs.

☐ Benefits outweigh cost, but improvement appears possible (include in Action Plan, below).

☐ Costs outweigh benefits (include in Action Plan, below).

Comment

Adding an additional library clerk at Neuwoehner would enable students and staff to have equal access to the library facilities as the other schools do. This would be an increase in cost. The budget otherwise is sustaining the goals to keep our materials updated and our facilities inviting.

General Recommendation Resulting from this Evaluation

☐ Continue the program as is. It is meeting or exceeding all expected outcomes.

☒ Continue the program as is with specific action plans for improvement.

☐ Expand the program, replicating effective components.

☐ Streamline, refine, or consolidate elements of the program.

☐ Redesign the program.

☐ Reevaluate the purpose and/or goals of the program.

☐ Discontinue ineffective or nonessential program components.

☐ Discontinue the program.

☐ Other (Specify.)

Action Plans

Review of Action Plan progress since last report.

Action Plan 1

Opportunity for Improvement: Improved methods are needed for collecting customer satisfaction data.
Action Plan: Design a single survey to gather voice of customer data including satisfaction and recommendations to be used at all schools to unify reporting and analysis.
Progress on Action Plan: Completed.

Action Plan 2

Opportunity for Improvement: The increased usage of internet searches may be replacing LMCs.
Action Plan: Design and implement a process to analyze usage data for internet subscriptions services to correlate with LMC visits and circulation since these services may be replacing former functions of LMCs.
Progress on Action Plan: A process is still being developed for internet subscription usage reports. Measures of LMC visits and circulation have processes in place.

Action Plan 3

Opportunity for Improvement: Systematic ways to increase circulation and library visits.
Action Plan: Examine ways to promote LMC resources and track usage.
Progress on Action Plan: Processes for visits and circulation reports are in place. Promote new resources through website, class presentations and staff emails.

Action Plan 4

Opportunity for Improvement: Have a library clerk at each library to ensure equal access and library services.
Action Plan: Explore the feasibility of hiring a part time library clerk at Neuwoehner.
Progress on Action Plan: This has been requested through the budgeting process, which was not approved; however, the request will be submitted again this year.

Action Plan 5

Opportunity for Improvement: Ensuring that we have an accurate inventory of materials.
Action Plan: Establish a procedure for accurate annual inventory of materials to monitor for losses.
Progress on Action Plan: A process for inventory is being developed. Inventory is typically completed in the summer and this has been a challenge in the past couple of years with school construction.

Action Plan 6

Opportunity for Improvement: Data shows varying patterns in circulation and visits at the schools.
Action Plan: Examine patterns in circulation and visits plus causes for variation at each school and address them.
Progress on Action Plan: At our quarterly library meetings data is examined and discussed. With the increase in visits and circulation this year, the process seems to be working.

Action Plan 7

Opportunity for Improvement: Data is sometimes hard to compare across schools due to different data-taking techniques.
Action Plan: Establish consistent data-keeping to be used by all schools.
Progress on Action Plan: Systems are in place to gather and analyze information about products and services, but there is a need to be more consistent with usage reports of internet product services.

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Action Plan 8

> *Opportunity for Improvement:* Librarians need time to collaborate and review data in a systematic manner. Meeting together would offer the opportunity to have data teams and collaborate on problem solving.

> *Action Plan:* Have monthly meetings with library staff to check in on goals and use PDSA cycles to ensure we are on track to meet our goals.

> *Progress on Action Plan:* Quarterly meetings have been held and this has gone well.

What specific actions are needed in the next evaluation cycle?

Short-term (within the next school year)
- Develop and implement process for physical inventory and determine the timelines for physical inventory.
- Develop and implement process for analyzing usage reports for internet subscriptions.
- Hire a part time library clerk at Neuwoehner.

Medium-term (1-2 years)
- Continue to improve library collections and maintain/increase circulation and visits.
- Investigate providing project-based learning spaces in the library media center.

Long-term (3 years and more)
- Provide project-based learning spaces – possibly makerspaces[4] in the library media centers for students to work more collaboratively on innovative projects

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NOTES

[1] Alexandria is the software used by SSD to inventory and manage circulation of books and media in the Library Media Center.

[2] "Mentor texts" are textbooks suggested by Appendix B of the Common Core State Standards as exemplars of "the level of complexity and quality that the Standards require all students . . . to engage with" and are thus useful "in helping educators select texts of similar complexity, quality, and range for their own classrooms" as models to teach writing.

[3] "Appendix B books" are those suggested as exemplars in the publication *Common Core State Standards for English Language Arts & Literacy in History/Social Studies, Science, and Technical Subjects—Appendix B: Text Exemplars and Sample Performance Tasks*.

[4] Makerspaces are an outgrowth of the emerging "maker movement." Makerspaces, "sometimes also referred to as hackerspaces, hackspaces, and fablabs are creative, DIY spaces where people can gather to create, invent, and learn. In libraries they often have 3D printers, software, electronics, craft and hardware supplies and tools, and more." [Open Education Database, *A Librarian's Guide to Makerspaces*, http://oedb.org/ilibrarian/a-librarians-guide-to-makerspaces/ accessed January 21, 2016.]

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