

Community College Academic Support Ecosystem: An Ithaka S+R Project Proposal

Ithaka S+R proposes a research project to examine the needs that community colleges have for library and academic support services to advance student success – and to assess their range and function. This Community Anchors research project will enable community college leaders to strengthen and reconfigure library and other academic support services to strengthen student outcomes.

Statement of National Need

Approximately 38% of students enrolled in higher education are at community colleges across the country.¹ Community colleges serve a wide range of students, including underrepresented and underserved minorities, low-income, and first-generation students, as well as underprepared and post-traditional learners. Community college instructors and students have unique pedagogical and learning requirements, respectively. Their needs for academic support are changing for a variety of reasons, including the introduction of more online learning and limitations in resource availability.

Community college libraries are vital “community anchors,” part of a web of academic support services (such as tutoring, testing, and advising) that are called upon to contribute to student learning, digital citizenship, and broader success. The provision of academic support services is in flux at community colleges. These services, which include the academic library, are organized in a variety of different ways in efforts to utilize limited resources most efficiently and support outcomes most effectively. Services themselves and how they are organized likely differ on a number of spectra, including institutional mission, teaching emphases, student body profile, and instructional delivery models.

In this project, we propose to take stock both of the needs that exist for library and academic support services as well as the ways in which they are utilized and organized, across the community college sector nationally. Focusing on actionable insights, this project will help guide community colleges, their leaders, and library leaders nationwide in provisioning the best possible array of library and academic support services.

Research Questions, Project Design, and Workplan

Ithaka S+R, a not-for-profit research and strategic guidance service, is currently leading a series of projects designed to support community colleges.² Under the leadership of Northern Virginia Community College, with IMLS support, and focusing directly on the needs of students themselves, Ithaka S+R is currently testing new service directions for the community college library.³ The project proposed here builds on and will engage with these projects’ student-centricity, bringing in perspectives of chief academic officers (CAOs) and instructors as well, to address questions of organizational strategy and design.

Ithaka S+R’s team will be led by Principal Investigator Roger C. Schonfeld, Director of Libraries and Scholarly Communication for Ithaka S+R, who is co-leading our current IMLS-funded initiative.⁴ An advisory committee, comprised of community college CAOs, deans for academic support, library directors, and other relevant experts, will help to guide the project.

¹ [“Total fall enrollment in degree-granting postsecondary institutions,”](#) *National Center for Education Statistics*, January 2017.

² Additional projects are funded by the Jack Kent Cooke Foundation and the Aspen Institute and have focused, respectively, on [the first-year experience of community college students](#) and [the role of presidential leadership at community colleges](#).

³ For more information, see <http://www.sr.ithaka.org/blog/community-college-library-support-for-student-success/>

⁴ Schonfeld has also spearheaded funded research on academia and its libraries with support from the Getty, Hewlett, Kress, Mellon, and Mertz Gilmore foundations, as well as JISC, NEH, and the Rockefeller Brothers Fund. Other key S+R personnel will include Researcher Christine Wolff-Eisenberg, who has led Ithaka S+R’s widely regarded national surveys of faculty members and academic librarians, and will lead all survey work, and Senior Researcher Danielle Cooper, who has designed and coordinated qualitative research collaborations involving more than 100 universities in seven disciplines, and will who lead the site visits.

Our research questions are: 1.) What types of library and academic support services are needed by and available at community colleges? 2.) How are these services organized, funded, and staffed? 3.) What are the key success factors, tradeoffs, opportunities, and challenges associated with the organization and provision of library and academic support services?

Our project will begin with national surveys of CAOs, library deans and directors, and faculty members at community colleges, to answer our first two research questions. These data will be analyzed in conjunction with IPEDS data about funding, staffing, student body, and outcomes, and stratified in recognition of different types of community colleges and their diverse needs to develop institutional personae. From the surveys, we will identify institutions within each of the institutional personae that have effective library and academic support services for deeper examination. In the second stage, we will conduct site visits at six of these colleges, during which we expect to interview leaders such as CAOs, library directors, and deans of learning support; librarians and other academic support providers; faculty members; and students. Observations from these research visits will be analyzed individually as case studies and cross-institutionally through journey mapping and other techniques, to answer our third research question.

November 2018-March 2019. Assemble survey recipient list. Convene advisory committee. Draft survey instrument, test it via cognitive interviews, iterate with advisory committee, and finalize questionnaire.

April-May 2019. Field survey, monitor response rate, generate reminders, close survey.

June-August 2019. Analyze survey findings. Share with advisors. Identify colleges for site visits.

September-December 2019. Publish interim report with survey findings. Secure site visit participation.

January-May 2020. Conduct site visits, including interviews, document gathering, and analysis.

June-August 2020. Review site visit analyses with advisory committee. Develop synthesis. Write final report.

September 2020-June 2021. Publish final report. Achieve media coverage. Present findings broadly.

National Impact, Deliverables, Performance Goals, and Outcomes

The findings from this project will help CAOs and library leaders at community colleges nationally to strengthen and reconfigure library and other academic support services that strengthen instruction and learning. Deliverables to advance this effort will include two major reports under CC-BY license:

Survey research report, including a map of the library and academic support services available nationwide, and *Dataset deposit* through ICPSR, ensuring long-term preservation and broad access and reuse.

Project capstone report, including analysis of the site visits, and summary analysis of the entire project, including actionable recommendations for library and student support services to improve student success.

Strategic communications plan targeting CAOs, as well as policymakers, grantmakers, and journalists, including. A *high-level synthesis* of the final report will be emailed to all community college CAOs nationally; *presentations* at ACRL, ALA, League for Innovation in Community Colleges, etc; *public interim reporting* and other project updates through regular blogging and social media engagement.

Budget Summary

We estimate that this project will cost a total of \$431,515 over a grant period of approximately 32 months. Of this, \$239,455 will support salary and fringe benefits for Ithaka S+R staff. Other budgeted costs include \$2,500 for 5 honoraria for advisory committee members, \$35,000 for travel expenses to conduct site visits, presentations, and project communications, \$50,000 of direct survey expenditures, and \$104,560 of indirect costs based on Ithaka's 31.97% IDC negotiated rate.

APPLICATION FOR FEDERAL DOMESTIC ASSISTANCE - Short Organizational	
* 1. NAME OF FEDERAL AGENCY: Institute of Museum and Library Services	
2. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 45.312	
CFDA TITLE: National Leadership Grants	
* 3. DATE RECEIVED: 01/29/2018	SYSTEM USE ONLY
* 4. FUNDING OPPORTUNITY NUMBER: NLG-LIBRARIES-FY18-2	
* TITLE: National Leadership Grants for Libraries	
5. APPLICANT INFORMATION	
* a. Legal Name: Ithaka Harbors, Inc.	
b. Address:	
* Street1: 2 Rector Street	Street2: 18th Floor
* City: New York	County/Parish:
* State: NY: New York	Province:
* Country: USA: UNITED STATES	* Zip/Postal Code: 10006-1852
c. Web Address: http://	
* d. Type of Applicant: Select Applicant Type Code(s): M: Nonprofit with 501C3 IRS Status (Other than Instit Type of Applicant: Type of Applicant: * Other (specify):	* e. Employer/Taxpayer Identification Number (EIN/TIN): 13-3857105 * f. Organizational DUNS: 942243445000 * g. Congressional District of Applicant: NY-010
6. PROJECT INFORMATION	
* a. Project Title: Community College Academic Support Ecosystem Project	
* b. Project Description: Ithaka S+R proposes a research project to examine the needs that community colleges have for library and academic support services to advance student success - and to assess their range and function. This Community Anchors research project will enable community college leaders to strengthen and reconfigure library and other academic support services to strengthen student outcomes.	
c. Proposed Project: * Start Date: 11/01/2018 * End Date: 06/30/2021	

APPLICATION FOR FEDERAL DOMESTIC ASSISTANCE - Short Organizational

7. PROJECT DIRECTOR

Prefix: <input type="text"/>	* First Name: Roger <input type="text"/>	Middle Name: C. <input type="text"/>
* Last Name: Schonfeld <input type="text"/>		Suffix: <input type="text"/>
* Title: Director, Library and Scholarly Communication <input type="text"/>		* Email: Roger.Schonfeld@ithaka.org <input type="text"/>
* Telephone Number: 212-500-2338 <input type="text"/>		Fax Number: <input type="text"/>
* Street1: 6 East 32nd Street, <input type="text"/>		Street2: 10th Floor <input type="text"/>
* City: New York <input type="text"/>		County/Parish: <input type="text"/>
* State: NY: New York <input type="text"/>		Province: <input type="text"/>
* Country: USA: UNITED STATES <input type="text"/>		* Zip/Postal Code: 10016-5415 <input type="text"/>

8. PRIMARY CONTACT/GRANTS ADMINISTRATOR

<input type="checkbox"/> Same as Project Director (skip to item 9):		
Prefix: <input type="text"/>	* First Name: Colette <input type="text"/>	Middle Name: <input type="text"/>
* Last Name: Johnson <input type="text"/>		Suffix: <input type="text"/>
* Title: Grants Associate <input type="text"/>		* Email: colette.johnson@ithaka.org <input type="text"/>
* Telephone Number: 347-573-2317 <input type="text"/>		Fax Number: <input type="text"/>
* Street1: 6 East 32nd Street <input type="text"/>		Street2: 10th Floor <input type="text"/>
* City: New York <input type="text"/>		County/Parish: <input type="text"/>
* State: NY: New York <input type="text"/>		Province: <input type="text"/>
* Country: USA: UNITED STATES <input type="text"/>		* Zip/Postal Code: 10016-5415 <input type="text"/>

APPLICATION FOR FEDERAL DOMESTIC ASSISTANCE - Short Organizational

9. * By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties (U.S. Code, Title 218, Section 1001)

** I Agree

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

AUTHORIZED REPRESENTATIVE

Prefix: <input type="text"/>	* First Name: <input type="text" value="Nancy"/>	Middle Name: <input type="text"/>
* Last Name: <input type="text" value="Kopans"/>	Suffix: <input type="text" value="JD"/>	
* Title: <input type="text" value="Vice President, General Counsel & Secretary"/>	* Email: <input type="text" value="Nancy.Kopans@ithaka.org"/>	
* Telephone Number: <input type="text" value="212-500-2373"/>	Fax Number: <input type="text"/>	
* Signature of Authorized Representative: <input type="text" value="Colette Johnson"/>	* Date Signed: <input type="text" value="01/29/2018"/>	

IMLS PROGRAM INFORMATION SHEET

PLEASE NOTE: Information contained within this form may be made publicly available.

1. Applicant Information

a. Legal Name as it appears in SAM.gov (5a from SF424S):

b. Organizational D-U-N-S® Number (5f from SF-424S):

9	4	2	2	4	3	4	4	5
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c. Expiration date of your SAM.gov registration

d. Organizational Unit Name (if different from Legal Name):

e. Organizational Unit Address (if different from Legal Name address)

Street 1

Street 2

City County

State Zip+4/Postal Code

1	0	0	1	6
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 -

5	4	1	5
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f. Organizational Unit Type (check one):

- | | | |
|--|--|---|
| <input type="radio"/> Academic Library | <input type="radio"/> Library Association | <input type="radio"/> School Library or School District applying on behalf of a School Library or Libraries |
| <input type="radio"/> Aquarium | <input type="radio"/> Library Consortium | <input type="radio"/> Science/Technology Museum |
| <input type="radio"/> Arboretum/Botanical Garden | <input type="radio"/> Museum Library | <input type="radio"/> Special Library |
| <input type="radio"/> Art Museum | <input type="radio"/> Museum Services Organization/Association | <input type="radio"/> Specialized Museum** |
| <input type="radio"/> Children's/Youth Museum | <input type="radio"/> Native American Tribe/Alaska Native/Native Hawaiian Organization | <input type="radio"/> State Library |
| <input type="radio"/> Community College | <input type="radio"/> Natural History/Anthropology Museum | <input type="radio"/> State Museum Agency |
| <input type="radio"/> Digital Library | <input type="radio"/> Nature Center | <input type="radio"/> State Museum Library |
| <input type="radio"/> Four-year College | <input type="radio"/> Planetarium | <input type="radio"/> Zoo |
| <input type="radio"/> General Museum* | <input type="radio"/> Public Library | <input type="radio"/> Institution of higher education other than listed above |
| <input type="radio"/> Graduate School of Library and Information Science | <input type="radio"/> Research Library/Archives | <input checked="" type="radio"/> Other <input type="text" value="Not for profit research firm"/> |
| <input type="radio"/> Historic House/Site | | |
| <input type="radio"/> Historically Black College or University (HBCU) | | |
| <input type="radio"/> History Museum | | |

* A museum with collections representing two or more disciplines equally (e.g., art and history)

** A museum with collections limited to one narrowly defined discipline (e.g., textiles, maritime, ethnic group)

IMLS PROGRAM INFORMATION SHEET

2. Organizational Financial Information

a. Please complete the following table for the Organizational Unit for the three most recently completed fiscal years.

Fiscal Year	Total Revenue*	Total Expenses**	Surplus or Deficit
2016	\$89,504,006	\$87,529,891	\$1,974,115
2015	\$86,396,865	\$82,607,263	\$3,789,602
2014	\$85,732,800	\$77,185,745	\$8,547,055

* For nonprofit tax filers, Total Revenue can be found on Line 12 of the IRS Form 990.

** For nonprofit tax filers, Total Expenses can be found on Line 18 of the IRS Form 990.

b. If you had a budget surplus or deficit greater than 10% of your annual operating budget for two or more of the three fiscal years listed above, please explain the circumstances of this surplus or deficit in the box below.

c. Were there any material weaknesses identified in your prior year's audit report?

Yes No Not applicable

A **material weakness** is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis.

If **yes**, please explain.

d. Has your organization had an A-133 audit in the past three years?

Yes No

IMLS PROGRAM INFORMATION SHEET

Refer to the Notice of Funding Opportunity for descriptions of these options and instructions for how to make selections.

3. Grant Program

a. Laura Bush 21st Century Librarian Program

1. Select one:

- Planning Grant
- National Forum Grant
- Project Grant
- Research Grant

2. Select one:

- Pre-professional
- Masters-level and Doctoral-level Programs
- Early Career Development
- Continuing Education

3. Select one

- Community Anchors
- National Digital Platform
- Curating Collections

b. National Leadership Grants for Libraries

1. Select one:

- Sparks Grant
- Planning Grant
- National Forum Grant
- Project Grant
- Research Grant

2. Select one:

- Community Anchors
- National Digital Platform
- Curating Collections

c. Native American/Native Hawaiian Library Services

1. Select one:

- Native American Basic Grant
- Native American Enhancement Grant
- Native Hawaiian Library Services

d. Museums for America

1. Select one:

- Learning Experiences
- Community Anchors
- Collections Stewardship

2. Select one:

- \$5,000–\$25,000 with no cost share permitted.
- \$25,001–\$250,000 with cost share required.

e. Museums Empowered (an MFA Special Initiative)

1. Select one:

- Digital Technology
- Diversity and Inclusion
- Evaluation
- Organizational Management

2. Select one:

- \$5,000–\$25,000 with no cost share permitted.
- \$25,001–\$250,000 with cost share required.

f. National Leadership Grants for Museums

1. Select one:

- Advancing Digital Assets and Capacity
- Collection Care and Access
- Diversity and Inclusion
- Professional Development

2. Select one:

- Non-research grant, \$50,000–\$1,000,000 with cost share required.
- Research grant, \$50,000–\$1,000,000 with no cost share required.
- Rapid prototyping grant, \$5,000–\$50,000 with no cost share required.

g. Museum Grants for African American History and Culture

1. Select one:

- \$5,000–\$25,000 with no cost share permitted.
- \$25,001–\$150,000 with cost share required.

h. Native American/Native Hawaiian Museum Services

4. Performance Goals

Select one of the following three IMLS agency-level goals: (a) Learning, (b) Community, or (c) Content and Collections. Then select at least one of the performance goals listed beneath it:

a. Learning

- Train and develop museum and library professionals
- Support communities of practice
- Develop and provide inclusive and accessible learning opportunities

b. Community

- Strengthen museums and libraries as essential partners in addressing the needs of their communities

c. Content and Collections

- Broaden access and expand use of the Nation's content and collections
- Improve management of the Nation's content and collections
- Improve preservation, conservation, and care of the Nation's content and collections

If you select a performance goal listed beneath Learning or Community for your project, please review in the NOFO the specific performance measure statement choices and the information you will be required to collect for each.

IMLS PROGRAM INFORMATION SHEET

5. Funding Request

a. IMLS funds requested: b. Cost share amount:

6. Population Served

Please select the target population(s) served by the proposed project:

- | | |
|--|--|
| <input checked="" type="checkbox"/> General Population | <input checked="" type="checkbox"/> Museum and/or Library Professionals |
| <input type="checkbox"/> Early Childhood/Preschool (0-5 years) | <input type="checkbox"/> Native Americans/Alaska Natives/Native Hawaiians |
| <input type="checkbox"/> Middle Childhood/Primary School (6-12 years) | <input type="checkbox"/> People with Mental or Physical Challenges/Disabilities |
| <input checked="" type="checkbox"/> Adolescents/High School (13-19 years) | <input checked="" type="checkbox"/> People Who Are Low Income/Economically Disadvantaged |
| <input checked="" type="checkbox"/> Adults | <input checked="" type="checkbox"/> Rural Populations |
| <input type="checkbox"/> Aging, Elderly, Senior Citizens (65+ years) | <input type="checkbox"/> Scholars/Researchers |
| <input checked="" type="checkbox"/> Ethnic or Racial Minority Populations other than Native Americans/Native Hawaiians | <input type="checkbox"/> Unemployed |
| <input type="checkbox"/> Families/Intergenerational | <input checked="" type="checkbox"/> Urban Populations |
| <input checked="" type="checkbox"/> Immigrants/Refugees | <input type="checkbox"/> Other |
| <input type="checkbox"/> Military Families | |

If other, please specify:

7. Museum Profile (Museum Applicants Only)

- a. Is your institution organized on a permanent basis for essentially educational or aesthetic purposes, and is it **either** a private not-for-profit organization that has tax-exempt status under the Internal Revenue Code **or** a unit of state or local government? Yes No
- b. Does your institution own or use tangible objects, either animate or inanimate? Yes No
- c. Does your institution care for these objects? Yes No
- d. Does your institution exhibit these objects to the general public at least 120 days a year through facilities your institution owns or operates? Yes No

e. Your institution's attendance for the 12-month period prior to the application

f. Year your institution was first open and exhibiting to the public:

g. Total number of days your institution was open to the public for the 12-month period prior to application:

h. Does your institution employ at least one professional staff member, or the full-time equivalent, whether paid or unpaid, who is primarily engaged in the acquisition, care, or exhibition to the public of tangible objects owned or used by your institution? Yes No

i. Number of full-time paid institution staff:

j. Number of full-time unpaid institution staff:

k. Number of part-time paid institution staff:

l. Number of part-time unpaid institution staff:

IMLS PROGRAM INFORMATION SHEET

8. Project Elements (Museums for America Only)

Your response to this question will help us match your application to reviewers with appropriate experience. Make your choice under the project category that you selected in Question 3 (Grant Program).

LEARNING EXPERIENCES

If you are applying in the Learning Experiences Project Category, select the **primary** element that is core to your proposed project from the list below (**check only one**):

- | | |
|---------------------------------------|---|
| <input type="radio"/> Adult Programs | <input type="radio"/> Interpretation |
| <input type="radio"/> Digital Media | <input type="radio"/> K-12 Programs, With Schools |
| <input type="radio"/> Early Learning | <input type="radio"/> K-12 Programs, Out of School |
| <input type="radio"/> Exhibitions | <input type="radio"/> Professional Development/Training |
| <input type="radio"/> Family Programs | <input type="radio"/> Public Programs |

COMMUNITY ANCHORS

If you are applying in the Community Anchors Project Category, select the **primary** element that is core to your proposed project from the list below (**check only one**):

- | | |
|---|---|
| <input type="radio"/> Audience Research and Evaluation | <input type="radio"/> Community Outreach/Audience Development |
| <input type="radio"/> Civic Engagement | <input type="radio"/> Digital Media |
| <input type="radio"/> Community-Driven Exhibitions and Programs | <input type="radio"/> Professional Development/Training |
| <input type="radio"/> Community-Focused Planning Activities | |

COLLECTIONS STEWARDSHIP

If you are applying in the Collections Stewardship Project Category, select the **primary** element that is core to your proposed project from the list below (**check only one**):

- | Access and Use | Collections Management | Conservation |
|---|---|--|
| <input type="radio"/> Database Management | <input type="radio"/> Cataloguing, Inventorying, Registration | <input type="radio"/> Conservation Environmental Improvement/Rehousing |
| <input type="radio"/> Digitization | <input type="radio"/> Collections Information Management | <input type="radio"/> Conservation Survey |
| <input type="radio"/> Software Applications | | <input type="radio"/> Conservation Treatment |
| <input type="radio"/> Website Development | <input type="radio"/> Collections Planning | <input type="radio"/> Professional Development/Training |

Please identify the material type(s) that will be affected by your project:

- | | |
|---|---|
| <input type="checkbox"/> Animals, living | <input type="checkbox"/> Photographic Materials |
| <input type="checkbox"/> Animals, preserved | <input type="checkbox"/> Plants, living |
| <input type="checkbox"/> Architecture | <input type="checkbox"/> Plants, preserved |
| <input type="checkbox"/> Books and Paper | <input type="checkbox"/> Sculpture |
| <input type="checkbox"/> Electronic Media | <input type="checkbox"/> Textiles |
| <input type="checkbox"/> Objects | <input type="checkbox"/> Wooden Artifacts |
| <input type="checkbox"/> Paintings | |