



## 2016-17 Annual Unit Plan

Name of Unit: Library & Learning Support Services

Name of Area: Student Services

Initially Drafted: 09/19/14

Updated: 5/2/16

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### Mission Statement

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The Library supports the academic programs of San Bernardino Valley College by providing a wide range of learning resources at varying levels of difficulty, with diversity of appeal, and representing differing points of view, to meet the needs of students and instructors.

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### Characteristics, Performance and Trends

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The 40,000 square foot SBVC Library houses a collection of over 70,000 volumes, ~~170,000~~ over 200,000 e-books, 110 current periodical subscriptions, and over 40 microfilm titles. SBVC students and faculty also have access to hundreds of thousands of journal articles indexed in over 40 general and specialized research databases, as well as general, vocational and subject-based tutorials, exercises and practice tests offered through *Learning Express*.

When classes are in session, the Library is open 61 hours per week: Mon-Thu 8-8, Fri 8-5, Sat 10-2 and offers 24/7 online chat reference service from *Question Point*. The Reference Desk is staffed, usually by two librarians, during all regular hours of operation. Additionally, library faculty offer customized information literacy instruction and open workshops, as well as courses offered as part of the Library Technology AA and certificate programs.

Also housed in the library are over 100 computers, 3 printers, and several photocopiers and microfilm readers, supported by two computer technicians, and available for use during all regular hours of operation. The reference area also provides an additional 35 dedicated research workstations.

Materials from the general collection may be checked out for 21 days by SBVC and Crafton Hills College students and faculty with a current school ID. The Circulation Desk is staffed by classified staff, backed by student assistants, during all regular hours of operation. Housed behind the desk is the extremely popular Textbook Bank, which includes copies of expensive and/or high-demand textbooks assigned during the current semester, available to students for 2 hours

at time, for in-library use. Additional copies of “basic skills” textbooks can be checked out over-night.

The SBVC Library is an extremely busy and popular service on campus, serving as many as 2,000 visitors every day. The department is consistently reviewed positively by students and faculty. Modelled on the principle of “embedded librarianship” the library is partnered with academic departments and specialized student service areas, and maintains a strong presence in campus-wide governance. Faculty and staff at all service desks manage patron transactions with friendly efficiency, and students feel welcome in the library.

~~All of this despite being understaffed and in a prolonged period of transition during the past 2-3 years. In order to maintain minimum coverage and current hours of operation, the library relies upon voluntary overtime from classified staff. With the hiring of a library director in July, 2014 the extra administrative workload that was voluntarily borne by librarians is being eased, but current staffing levels afford no contingencies for illnesses or other prolonged absences.~~

**UPDATE:** Expanded hours of operation continues to be by far the most frequent request from students. In Spring 2015 the library opened an hour earlier and closed an hour later during final exams. Informal student feedback made it clear that they would benefit also from expanded hours during the week *prior* to finals. That suggestion, plus opening on the Sunday in between, was implemented in Fall 2016, and will continue this semester, and into the foreseeable future. With the restoration of one Library Media Clerk position (May 2016) we may now be able to make those expanded hours permanent. Library management will consider schedules and traffic patterns carefully over the summer, to determine exactly how to optimize that expansion. Going forward, as hours of operation continue to be restored, consideration must be given to the increasing need for an additional full-time librarian.

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## Strengths and Weaknesses

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### Strengths

- People: The faculty and staff of the SBVC Library consistently demonstrate commitment to student success, and should be commended for working well together as a team to meet the needs of our students and faculty.
- Reputation: The Library enjoys a well-earned positive image in the campus community.
- Ability: Library faculty and staff know and perform their jobs very well.

### Weaknesses

- ~~• Staffing shortage: Simply put, staff are close to worn out. Reliance on overtime over the past 1-2 years has taken its toll.~~
- Cumbersome and/or redundant practices and procedures: Small changes could be made to utilize technology better, to provide the same or even improved services faster and more easily.

- Professional development: While librarians are contractually afforded time for professional development, classified staff do not enjoy similar opportunities, due to the need to simply keep the building open.

**UPDATE:** The library regained one of two Library Media Clerk positions, previously lost to attrition, almost eliminating the regular reliance on voluntary overtime, and allowing enough flexibility to expand hours of operation during final exams, and perhaps permanently (see previous update, above). The most recent campus-wide Needs Assessment ranked an additional LMC at #8. Regaining that position would enable further restoration of hours of operation, and allow for professional development release time.

Implementation of *Cybrarian* has allowed our computer lab technicians to focus more on user support instead of simple traffic management. Also, a pop-up user survey window was added in January 2016, asking students to indicate the reason(s) for that session (e-mail, research, Blackboard, etc.) allowing for more in-depth understanding of patterns of use and emerging needs.

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## Opportunities and Challenges

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### Opportunities

- Library faculty and staff know that the services and resources they provide contribute particularly to the success of targeted at-risk students, as described in SBVC's *Student Equity Plan*, for which additional funds are flowing from the state. If hard data can be gathered to support anecdotal evidence, the Library can argue for a share of those additional funds.
- One-time block grant funds for instructional support could "free up" money in the library budget for other purposes.
- Technological solutions are available to potentially streamline and ease some of the workload generated by current practices and procedures.
- The Library Technology AA/Certificate program is consistently enrolled and remains secure, as one of just four such programs in the Greater LA region.

### Challenges

- The need to "do more with less" continues.
- ~~Current hours of operation and levels of service are one influenza outbreak away from collapse.~~
- Relying on one-time funds for ongoing costs can lead to future shortfalls.
- Professional development opportunities (and even departmental meetings) are usually impossible to arrange, due to the desire to maintain current hours of operation.
- Without significant reconfiguration, public study space is at capacity.
- Future trends and attendant needs in information technology are particularly difficult to forecast.

**UPDATE:** The library requested and received \$5,000 in *Student Equity* funds to renew our subscription to *Learning Express*, and \$20,000 to purchase additional copies of “basic skills” textbooks, specifically designated to circulate overnight. To date, over 900 overnight reserve transactions have been recorded. Data will be analyzed over the summer, to measure the efficacy of this program for our disproportionately impacted student cohorts. Since *Student Equity* funding cannot be relied upon indefinitely, increased funding for textbooks has been built into the 2016-17 budget.

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## Evaluation of Unit's Performance

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The Library has consistently and admirably maintained a high standard of excellence during a prolonged and challenging period of transition and uncertainty. Faculty and staff evince a strong commitment to student success, and have gone above and beyond what should be expected of them, to meet and exceed our students' wants and needs.

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## 3-5 Year Strategic Directions

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As a critical and vibrant student service center, the Library must take advantage of its good standing, and leverage student expectations, in order to grow services and resources, while expanding opportunities for its faculty and staff to contribute to student success. The Library should be defined less by what students can find in it, and more by what they can get from it.

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## Goals and Objectives

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### Goal #1

Short term (1-2 years) and ongoing

Status: in progress

Hard data will be systematically gathered and analyzed to support and inform planning.

### Supports

SBVC Strategic Initiative 5 – Effective Evaluation and Accountability

### Evaluation

All program evaluation, planning and needs assessment will be supported by pertinent statistical evidence.

#### Objective #1.1

Status: in progress

Systems and procedures will be identified and established for capturing and extracting student data for all service transactions (circulation, computer lab, reference & instruction).

#### Objective #1.2

Status: tba

Working with Campus Technology Services, the Library will develop means to analyze transactional data in various ways (demographic trends, academic success rates, etc.) without impinging on privacy rights.

#### Resources Needed

~~SARS card reader(s) and/or custom programming~~

~~➔ Object Code 6400 • \$2,000 • one time~~

**UPDATE:** Objective 1.1 has been met and is ongoing. Transactional data is regularly captured and analyzed through a variety of means and systems (*SenSource, Cybrarian, OCLC WMS*) and reported as an integral component of formal and informal program review processes (EMP's, Program Efficacy, etc.). Deployment of a SARS card reader in the library classroom proved too onerous. Instead, class rosters for sections that received library instruction were compiled and submitted to the office of Research, Planning and Institutional Effectiveness for analysis, which revealed that 67.3% of students who classes attended library workshops during Spring 2015 received a passing grade, compared to 65.4% of students who did not. Workshop attendees also re-enrolled at a 93.3% rate, compared to 87.3%, and had a collective term GPA of 2.34, compared to 2.25. Objective, quantitative data have supported anecdotal operating assumptions (i.e., "no surprises") and are proving to be essential in program evaluation and planning.

**Goal #2**

Long term (2-3 years)

Status: in progress

The Library Technology Associates Degree and Certificate programs will enhance their standing among similar regional programs.

**Supports**

SBVC Strategic Initiative 2 – Student Success

**Evaluation**

Program revisions will secure Board approval and ALA certification by the end of 2016, and the programs will see a minimum 5% increase in overall FTE enrollment by Fall 2017.

**Objective #2.1**

Status: in progress

The Library Technology Associates Degree and Certificate programs will be revised and updated, and formally recognized as a Library Support Staff Certification program, in partnership with the American Library Association.

**Objective #2.2**

Status: tba

The library director and/or faculty will attend professional conferences during 2016-17 to promote the AA/Cert program.

**Resources Needed**

~~additional backfill hours~~

~~➔ Object Code 1481 • \$2,000 • one time~~

**UPDATE:** Without additional backfill coverage, library faculty successfully completed a thorough curriculum review and update, aligning it directly with national and state professional standards and recommendations. As of this writing the revised curriculum has yet to be transmitted to the state chancellor's office by our office of Instruction, but that is reportedly imminent. However, uncertainty has hampered outreach and promotion. In the meantime, interest in the program, as measured by inquiries from potential students, remains strong (115+ inquiries since Fall 2014).

**Goal #3** Short term (1-2 years) and ongoing Status: in progress

All library faculty and staff will have a comprehensive working understanding of all service areas and functions.

#### Supports

- SBVC Strategic Initiative 4 – Leadership & Professional Development
- SBVC Strategic Initiative 3 – Communications, Culture & Climate

#### Evaluation

At departmental meetings, faculty and staff will periodically be invited to informally present to the entire department a co-worker's responsibilities and areas of expertise.

**Objective #3.1** Status: tba

On- and off-site OCLC-WMS training

#### Resources Needed

additional student workers for short-term coverage

➤ Object Code 2380 • \$500 • annual

possible additional funds for training fees

➤ Object Code 5113 • \$1,000 • annual

**Objective #3.2** Status: tba

The Library will close for a minimum of one-half day each semester, for departmental meetings, team building, and in-house professional development.

**UPDATE:** CTA and CSEA collective bargaining agreements make it difficult to mandate progress toward this goal in any formal, structured way. While it remains an operating ethos, it is being removed as a formally stated goal.

**Goal #4**

Long term (2-3 years)

Status: tba

The Library will enhance and expand its role as purveyor of Information Literacy instruction, as a core competency.

**Supports**

SBVC Strategic Initiative 2 – Student Success

**Evaluation**

At its inception the *First Year Experience* program will include a required, credit-bearing *Information Literacy & Research Skills* course.

**Objective #4.1**

Status: tba

At least one librarian will be “embedded” with the new *FYE* program.

**Objective #4.2**

Status: tba

In collaboration with the new *FYE* director and other contributors, library faculty will develop or revise a credit-bearing *Information Literacy & Research Skills* course, appropriate to new college students.

**Objective #4.3**

Status: tba

~~The *Academic Advancement* program and curriculum will be subsumed into, and help shape the *FYE* program.~~

**Resources Needed**

additional adjunct librarian/instructor salaries for LIB 110 or similar

➤ Object Code 1283 • \$10,000 • annual

**UPDATE:** LIB 110 (*Information Literacy*) was included as part of the core curriculum for the *First Year Experience* program in Fall 2015, with two sections taught by library faculty. Schedules and workloads were revised (coinciding with a reduction of Celia Huston’s release time to Instruction) to offer those sections with no need for additional “backfill” funding. As of this writing the percentage of Dr. Huston’s reassignment to Instruction next year is uncertain, and backfill funding may still be needed. While AcAd 001 (*Strategies for College Success*) was not integrated into *FYE* as initially imagined, it continues to be a popular and viable course, and one of the few SBVC courses offered to high school students off campus (MCHS). One section of LIB 110 will be offered for *FYE* students in Fall 2016.

## Goal #5

Long term (2-3 years)

Status: tba

Apply existing and emerging technologies to streamline procedures and improve services.

## Supports

SBVC Strategic Initiative 6 – Facilities

## Evaluation

Student wait times at service desks will be reduced by at least 25%

### Objective #5.1

Status: tba

Systems and procedures for student authentication and use of computers and printers will be streamlined.

#### Resources Needed

computer software and/or hardware

- ~~Object Code 6420 • \$3,000 • one time~~
- Object Code 6420 • \$1,500 • annual

### Objective #5.2

Status: tba

~~To the extent legally and logistically possible, the Textbook Bank will be digitized and made available as e-books.~~

#### Resources Needed

~~SBVC and/or district legal counsel~~

- ~~Object Code 5113 • \$1,000 • one time funding for student workers, digital infrastructure design and equipment~~
- ~~Object Code 2380 • \$2,000 • annual~~
- ~~Object Code 6420 • \$3,000 • one time~~

**UPDATE:** Ongoing *Cybrarian* annual support cost is \$1,500 and has been built into the 2016-17 budget. Waiting lines at the computer lab desk have been virtually eliminated.

Discussions with district counsel concluded that Objective 5.2 was legally uncertain and risky. However, as of this writing library management and faculty are in the vanguard of SBVC's effort to take advantage of LB 798, a state program designed to incentivize faculty adoption of free and/or "open-source" digital textbooks. The Faculty Senate has formally expressed its support of this initiative, and we expect that 15+ course sections will convert to online textbooks next Fall, reducing or eliminating textbook costs for those students. As a result, the state will provide \$15,000 (\$1,000 per section, up to \$50,000) for support and professional development aimed at increasing the number of participants.

## Goal #6

Short term (1-2 years)

Status: in progress

Library hours of operation and staffing schedules will be optimized to serve student needs.

## Supports

- SBVC Strategic Initiative 2 – Student Success
- SBVC Strategic Initiative 6 – Facilities

## Evaluation

Overtime hours will be reduced by at least 25%

### Objective #6.1

Status: tba

Traffic data will be gathered and analyzed (see Goal #1) to determine if hours of operation can be reduced on Fridays without negatively impacting student success.

### Objective #6.2

Status: tba

~~Optimal hours will be identified for Student Ambassadors to be stationed in the library.~~

### Objective #6.3

Status: in progress

Work schedules of classified staff and student workers will be optimized, to reduce reliance on overtime.

## Resources Needed

additional student hours

- Object Code 2380 • \$3,000 • annual

**UPDATE:** As described earlier, regularly-scheduled overtime has been substantially reduced (by over 80%) and now involves only one staff member working 4 hours per week of regularly scheduled overtime. With the help of Institutional Research, analysis of library traffic data and campus-wide enrollment patterns indicated that expansion of library hours would be most effective on weekday mornings. As of this writing, plans are being made to expand hours along those lines, beginning next Fall.

Additional funding for student workers was requested and received in 2015-16, and has been built into the 2016-17 budget.

## Goal #7

Short term (1-2 years)

Status: in progress

Library spaces will be allocated and utilized optimally

### Supports

SBVC Strategic Initiative 6 – Facilities

### Evaluation

- Permanent uses for the former A/V offices and “Den” will be identified and established by the end of 2014-15.
- Long range plans for possible reconfiguration of library spaces, to accommodate existing and anticipated functions, will be developed and approved.

### Objective #7.1

Status: in progress

An ad hoc committee, representing campus stakeholders, will be convened to solicit ideas and make recommendations

### Resources Needed

furnishings and equipment, depending upon identified function(s)

➤ Object Code 6400 • \$40,000 • one-time

possible additional short-term personnel, if major reconfiguration is needed

➤ Object Code 5113 • \$2,000 • one-time

➤ Object Code 2380 • \$1,000 • one-time

**UPDATE:** Work on the campus and district Facilities Master Plans has superseded this as a stated departmental goal. A request for one-time funds to replace badly worn library seating over three fiscal years was denied. However, the initial FMP draft emphasizes a need for expansion and enhancement of learning support services (supplemental instruction, additional computer labs, etc.) in a proposed adjoining Student Services building, to replace the current Liberal Arts building. Library management will proactively advocate for this proposal and the improved access to learning support services and resources it will afford our students.

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## Participants

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The following people participated in the development of or reviewed this plan.

1. Ron Hastings – Plan Leader & Updates
2. Virginia Evans-Perry – Participant
3. Angelita Gideon – Participant
4. Ernest Guillen – Reviewer
5. Claudia Herrera - Reviewer
6. Tim Hosford – Reviewer
7. Celia Huston – Participant
8. John Kevari – Reviewer
9. Marie Mestas – Participant
10. Truong Nguyen – Reviewer
11. Quang Pham – Reviewer
12. Tom Scharwark – Reviewer
13. Mary Valdemar – Reviewer
14. Patricia Wall – Participant