

### Support Unit Review Strategic Implementation Agreement-v3-20180406

The primary goal of the Support Unit Review (SUR) process is to provide a mechanism to ensure improvement of support units on a continuous basis. This form has been designed to support the primary goal of the SUR process by containing a set of recommendations that were developed by the VP of the division in which the unit being reviewed resides. The recommendations need to take into account the results of the support unit review and input from both the head of the unit reviewed and the VP to which the unit head reports. The expectation is that the Recommendations, Proposed Actions and Expected Results will reflect a detailed discussion of the review in a meeting between the VP, the head of the unit reviewed and other appropriate parties.

The form is to be completed by the Vice President of the division in which the unit reviewed resides or the vice president's designee.

A copy of the implementation agreement should be held in the vice president's office and in the original file containing documentation of the review. Implementation documentation should be in a form that can be reviewed prior to the next support unit review.

**Date and time of the review discussion meeting:** 7/24/19 10:30 a.m. and 9/3/19 5:00 p.m.

**Review discussion meeting attendees:** Dean Ron Rodriguez, Provost Kimberly Greer, and Library faculty including Annie Hor, Maryann Hight, Kevin Augustine, Tim Held, John Brandt and Laura Rocco.

**Recommendations, Proposed Actions and Expected Results:** Provided below

Recommendations	Proposed Actions	Expected Results
<p>1. The library should be fully funded. CSU priorities involving student retention and success can only be accomplished if students have adequate space and resources to do their work and complete their degrees.</p>	<p>In progress. The external reviewer was likely calling attention to the materials budget, which was in need of additional funding. Academic Affairs has reallocated \$109K for materials for academic year 2019/20. The Provost and I will continue to assess the library budget to ensure sufficient funding is made available on an ongoing basis.</p>	<p>The additional funding for the library materials for AY2019/20 is with the library now.</p>
<p>2. University Advancement should ensure that the library is adequately represented and that a development officer work closely with the library to build community partnerships and an endowment.</p>	<p>In progress. The Vasche Library is represented by the Associate Vice President, Development. He and I have monthly meetings to exchange ideas and discuss potential donors. Sometimes we are joined by the Senior Associate Vice President Communications &amp; Public Affairs. We are working towards community partnerships and eventual endowment. Our priority is naming opportunities for the renovated library.</p>	<p>New donors are expected in 2020 especially those for naming opportunities in the renovated library.</p>


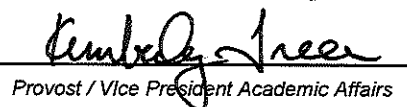
<p>3. The Public Affairs Office should work with the library to develop a communication plan for the dissemination of information about the renovation across campus using methods like social media and a prominently displayed link on the main campus homepage.</p>	<p>Completed. The library has already developed a communication plan regarding all facets of the renovation and Library Annex. The Director for Communications and Creative Services, library faculty/staff, Facilities and I started working on this in January, 2019 and by April 2019, the plan was operational.</p>	<p>The communications plan is operational. There is a link on the top of the library homepage that leads to the Library Renovation webpage. The social media aspect will be addressed again by the new Outreach &amp; Student Engagement Librarian.</p>
<p>4. The Library Dean should send out regular updates to the entire library regarding the relocation and the move. He should also hold a question and answer session with staff and faculty.</p>	<p>In progress. The Library Dean has since the renovation inception, been promulgating updates and information. The Library Dean has fairly regular all staff meetings and question and answer sessions are a regular part of the meeting. The Library Faculty Meetings are another venue to offer news and take questions. The library renovation has been a consistent topic at almost all meetings.</p>	<p>Library faculty and staff are fully informed as possible and have been since the renovation and move out were imminent. It should be noted that at times the answers to questions are not available or waiting for other actions/facts before a firm answer is available.</p>
<p>5. The library should establish a mentoring and retention plan for all new faculty. These should include formal meetings with a senior librarian to provide advice and assistance and to discuss work, training needs, research expectations and opportunities. The dean should also meet regularly with new hires to answer questions and discuss responsibilities.</p>	<p>Beginning in July 2019, the library faculty created a formal process to introduce new faculty to the Library. This process includes taking new faculty to lunch on their first day, conducting a library tour, a campus tour and a series of five meetings including:</p> <ol style="list-style-type: none"> <li>1. Meeting with reference and instruction librarians</li> <li>2. Meeting with all faculty about general faculty matters, shared governance and campus committee involvement</li> <li>3. Meeting with Technical Services librarian to discuss processes</li> <li>4. Meeting with faculty to discuss RPT expectations</li> <li>5. Meeting with the Dean to discuss expectations; the library dean has always met with new library faculty hires and does so on a regular or as-needed basis.</li> </ol>	<p>It is expected that this orientation program will help to ensure success for the broad range of librarian duties/responsibilities and improve long-term retention. A satisfying and rewarding first year will likely result in further years in the position and with job satisfaction.</p>

<p>6. Librarians should acquire film lists from faculty and determine if there are ways to obtain these films more economically than in Kanopy.</p>	<p>In January 2019, library faculty moved from a Kanopy automatic purchase model which was not sustainable and moved to a mediated model. Working with the CSU system, starting in Fall 2019 the library will provide unlimited access to the large ProQuest Academic Video Online (AVON) collection for a single reasonable yearly subscription fee. Faculty will be asked to consult ProQuest AVON first before requesting specific titles from additional collections (such as Kanopy).</p>	<p>The addition of unlimited access to the large ProQuest AVON collection will provide a large, high quality library of online documentary and educational video at a stable cost. The ability of faculty to request individual titles from Kanopy and other vendors allows the library to meet any specific curricular needs not met by AVON content without ever increasing, unsustainable expenses.</p>
<p>7. Lead staff and librarians assigned to head departments should ensure that workflows for staff are steady and fair and that staff are fully trained and informed about duties and procedures.</p>	<p>Librarians who head departments do work to ensure workflows are steady and fair especially in terms of their classification and overall workload. Training and additional training is routinely conducted as needed. As an additional safeguard measure, I will request that librarians in charge of departments will ask their staff individually if more training is needed. If so, the training will be provided.</p> <p>At the time of the SUR reviewer's site visit, the library had just implemented the brand new CSU ULMS, while also was actively preparing for the 2-year library building renovation. Coincidentally, at that same time, almost half of the staff members were new (been with the library for less than two years). Additionally, ULMS-related policies were still being developed CSU-wide, causing workflow modification. These factors combined understandably generated some level of confusion and anxiety. Since the reviewer's visit, ULMS workflow is more established and staff are more comfortable with the library's overall operational workflow.</p>	<p>It is expected that the vast majority of staff already feel or will feel adequately trained or more than adequately trained to perform their jobs.</p>

<p>8. Vacant library positions should be funded and filled as soon as possible. Some accommodation should be made to have a librarian at the Stockton Center either physically or remotely via technology.</p>	<p>Vacant library position are usually filled without hesitation. There is currently one vacant position that has been converted temporarily to a short-term full time librarian position. This is because there is no Special Collections or University Archives until the renovation is complete in June of 2021.</p> <p>The Dean of Library Services has proposed to the Provost and Vice-President of Academic Affairs to recruit a full-time librarian for Stockton.</p>	<p>It is, at this writing, highly likely the Stockton Librarian recruitment will be approved.</p> <p>There are two positions currently open: Web Services Librarian and the Research &amp; Instruction Librarian.</p>
<p>9. The library should research the viability of a 24-hour library space to determine whether and how it will be used.</p>	<p>The library has long received documented input via student surveys that a 24/7 study area is wanted. I have planned to open it 24/7 but its use will be monitored in the renovated library opening in summer 2021.</p>	<p>How it will be used is a matter of speculation. It may be used all night and into the morning, for example 7 a.m. It may also be used until early morning hours, for example, 2 a.m. I plan to monitor its usage to determine how many students are actively studying and to what time of the early morning. Statistics from previous extended hours will help us determine the most effective hours for the 24/7 area.</p>

<p><b>10. New Student Orientations and other tours should be announced to the library ahead of time. If information is provided to new students by non-library personnel, it should be scripted and accurate. Librarians and library staff should also be involved in guiding library tours.</b></p>	<p>New student orientation (NSO) is planned and operated by the NSO Program. The university library has been working closely with the NSO program on issuing Warrior ID cards and also participating in NSO showcase/information sessions. This summer in light of the library renovation, NSO program also invited the head of Circulation to speak to NSO leaders. Information provided at NSO is much more established at this point. I trust the SUR reviewer was referring to the ad hoc tours offered by the university's student ambassadors. It is not possible to predict these tours as they are part of campus outreach and happen when there are visitors. The library, however, has long worked with this group to provide the most accurate information we have to offer relating to the library. Librarians and some library staff do offer library tours occasionally to specific groups, such as local high school students.</p>	<p>New student orientations and other tours will continue and the library will continue to work with all campus bodies to ensure information is accurate.</p>
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The following individuals have reviewed the recommendation, proposed actions and expected results.

	Signature	Date
Unit Head/Director	 Donald Boligues <i>Dean of Library Services</i>	September 9, 2019
Division Vice President	 Kimberly Ince <i>Provost / Vice President Academic Affairs</i>	9.9.19