1. Support Services Report Template

Report Info

3. Mandated Service

Link to Scoring Rubric

1.1 Please indicate below if any aspect of the service is legally mandated by any of the following and provide the relevant reference.

Any other : Western Association of Schools and Colleges (WASC)

Provide a brief explanation, if necessary, in < 60 words.

Adequate library collections and services are necessary for the University to receive WASC accreditation.

4. Importance of Service

Briefly describe the service in terms of its primary function(s) and purpose(s) using <120 words

1. The library purchases, organizes, and maintains the scholarly resources used by students and faculty in their research. Library collections consist of over 1,000,000 items including books, ebooks, electronic journals, research databases, sound recordings, and video.

2. The library provides several services that support the research needs of the CSUEB community including professional reference assistance, course integrated information literacy instruction, Interlibrary Loan for books and articles, course reserves, and a website that provides online access to the library’s resources.

3. The library is a central location on campus where students congregate to study between classes. The building includes several group study rooms, quiet study areas, 100 computer workstations, and the only computer lab open to all students on campus.

Link to Scoring Rubric

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)

Students : 84%
Faculty : 10%
Administrators/staff : 2%
Alumni : 1%
Community outside University : 3%
Total : 100%

Link to Scoring Rubric

2.2 Please indicate the direct or indirect impact of the service on students for each of the three University Action/Student Impact Areas listed below (for example processing financial aid applications would be direct impact on students while managing utility services would be indirect).

<table>
<thead>
<tr>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>✔️</td>
</tr>
<tr>
<td>Service Provided</td>
<td>Evidence submitted to support the chosen selection (&lt;60 words for each)</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>-----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>The library works with local high schools to provide research sessions, and we give high school students access to our collections. Students come to the library to get their Bay Card during orientation. The Learning Commons is a central location on campus where students can get assistance when they are trying to learn how to navigate the campus.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Library collections are essential to student success in any class that requires research. Without library resources and services, students would not be able to engage in independent research on the CSUEB campus. For many students, library computers and study spaces also are critical to their scholarly success.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Graduates who join the Alumni Association have continued access to library resources after they graduate, and the library has many useful resources that can contribute to a successful career preparation and social engagement.</td>
</tr>
</tbody>
</table>

**Link to Scoring Rubric**

2.3 Applying the four choices presented below, please indicate the consequence of NOT having this service on each of the actions in the left hand column.

<table>
<thead>
<tr>
<th>Service Provided</th>
<th>4 - Service provides evidence of direct impact in more than one area</th>
<th>3 - Service provides evidence of direct impact in one area</th>
<th>2 - Service provides evidence of indirect impact in more than one area</th>
<th>1 - Service provides evidence of indirect impact in one area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Provide a brief narrative (<60 words each) explaining your choice.**

<table>
<thead>
<tr>
<th>Service Provided</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each selection)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Without the in person service provided by the library, it will be more difficult for students to get oriented to the campus. There are few other locations on campus where students can go to ask questions whenever the campus is open. If the library stopped creating the Bay Cards, some other unit on campus would have to do that.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Every university in the United States has a library. Scholars frequently describe the library as the &quot;heart&quot; of the university. Without resources, made accessible in/from the library or remotely by the library, students will not be able to do assigned research or complete other assignments, nor will they have access to reference services, media viewing equipment, etc.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>The information literacy training received at the library prepares students to be lifelong learners and to adapt to a changing society. Without the possibility of having access to library resources, there would be less reason for graduates to join the alumni association.</td>
</tr>
</tbody>
</table>
## 2.4 Alignment with Shared Strategic Commitments

**How does this service contribute to or align with any of the eight Shared Strategic Commitments (SSC) listed below?**

<table>
<thead>
<tr>
<th>SSC</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</td>
<td>Library collections are essential to the research and scholarship of many faculty. Information literacy instruction teaches students the basics of doing research.</td>
</tr>
<tr>
<td>Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</td>
<td>The library buys a wide variety of materials that support research into the diverse backgrounds and interests of CSUEB community members. We have an Ethnic Studies Research Guide online that highlights many of these materials. All library computers have adaptive technology for students with disabilities.</td>
</tr>
<tr>
<td>Serve students first, by expanding access and enhancing each student's educational experience and prospects for success as a graduate and life-long learner</td>
<td>Information literacy, which is taught through the library, is a key skill that students require for success. The library is expanding access by making more and more of its resources available online so that students have access to them 24/7. The library has extended hours to the physical building during finals, and provides public computers and laptop loans to students who need computers.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>The library hosts quarterly exhibits that expose students to many of our unique resources. The library has created a “just for fun” collection of books to get students engaged in reading. We have set aside a special study room specifically for honors students.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>The library encourages recycling in all staff offices and public areas. The library partners with Better World Books to re-purpose and re-use gift books and other books no longer needed in our collections.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>The library Learning Commons is a key area of support for students on campus that not only provides information about library services but also about other services across campus. The library also collaborates with the Bay Card Office in regard to photo ID and other related items. Library liaisons collaborate with every department on campus.</td>
</tr>
<tr>
<td>Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility</td>
<td>The Library hosts speakers on topics of community interest. We work with Better World Books to maximize the benefit to the community of gift books. We prepare and host displays &amp; exhibits of interest to the community. We share resources with the community through Interlibrary Loan and other borrowing agreements.</td>
</tr>
<tr>
<td>Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)</td>
<td>Information Literacy, which is taught by librarians and supported by library collections, is increasingly understood as a key skill that all educated people will need in the 21st century. The library recently hired two librarians with STEM backgrounds to expand and improve our relationship with the STEM departments on campus.</td>
</tr>
</tbody>
</table>

## 2.5 How might the demand for this service change over the next five years? (Please choose one category below).

**Likely to increase**

**Provide a rationale for your choice (assumptions, impact of new policy, etc.) in <120 words.**

The increasing use of digital collections within the library increases access to library resources, which are available 24/7. This will allow for increased use of the library collections by distance students and by students and faculty who are off-campus or do not have easy access to physical library resources.
have the time to make a trip to the library.

The demolition of Warren Hall will create an attractive view over the bay on the west side of the library increasing use of the library as a study and collaboration location. The demolition of East Bridge connected to the library will make the East entrance of the library easier to find and increase usage.

Gate counts over the past few years demonstrate increasing use of the library.

5. Quality of Service

3.1 Do you assess the quality of the service you provide?

Yes

If “Yes”, what benchmarks, best practices or measures of success, either internal or external, do you use to measure service quality (e.g., timeliness, accuracy, adequacy, meeting deadlines, satisfactory completion of assignment, etc.)? Please describe in <120 words. If no, please explain.

We collect annual statistics to benchmark our services against the rest of the CSU libraries. The data is publicly available here: http://www.calstate.edu/library/content/statistics/

3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

The library has adopted several measures to improve the quality of its services:

* Implemented a Discovery System to make it easier for students to find electronic resources
* Established a textbook purchasing program to give students access to expensive textbooks via course reserves
* Updated existing library classrooms and created a new classroom
* Added additional power to the building for students to plug in their devices
* Added a speaker system for announcements
* Upgraded library computers and added new machines
* Increased the speed of ILL with RapidILL and “Get It Now”

3.3 What idea(s) do you have for improving the quality of this service within existing resources (e.g. development of benchmarks, surveys, feedback, etc.)? Please describe your plan(s) in <120 words.

The library will hire a new Social Sciences/Assessment Librarian in 2014. Part of responsibilities for this position will be developing surveys and other measures to evaluate the effectiveness of library services. The library plans to do a website redesign and as part of this design process, we will conduct usability surveys on students using the library website and other resources. We would like to set up an online system for making reservations for library study rooms to evaluate usage of the rooms.

3.4 What ideas do you have for improving the quality of the service if additional resources were provided. Please describe your idea(s) in <120 words.

The current size of the print collection, combined with the demolition of 10,000 square feet of library space in 2013 has left the library severely short on seating group study space. To meet CSU standards for a student population of 13,000, we need twice as
library severely short on seating and group study space. To meet CSU standards for a student population of 13,000, we need twice as many reader stations and group study rooms. We should upgrade the seating in the library, fix the roof, and increase the technology available to the students within the library. We could weed the library collection to remove outdated and unused resources and better maintain the book stacks. We could increase and expand the library collections to better serve the research needs of the campus.

3.5 Do you use any formal or informal process to assess the level of satisfaction of the service users?

Yes

If yes, describe the process and most recent results in <120 words. If no, please explain.

Currently, our assessment is primarily informal. We have a feedback form on the library web site and a suggestion box in the library. We also receive feedback in our direct interactions with library users at the service desks (Circulation, Learning Commons, Media Resources & Reserves, Reference) or via email. Although no formal analysis has been done, users generally indicate that they are happy with the services provided.

3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached, if applicable). Do you have any comment or response to the results? Please describe in <120 words.

Yes, the library did very well in this survey. Separate surveys were done for the Library and the Learning Commons. For all three groups surveyed (Faculty, Staff, and Students), both the library and the learning commons rated higher than the mean in usage, importance, and quality. Particularly striking is the faculty and student estimate of the importance of library services. 84% of the students and 85% of the faculty surveyed indicated that the library was "very important." The mean score for other services included in the survey was much less.

3.7 Do you have any formal or informal guidelines for personnel in your department regarding how to treat/interact with receivers of this service?

Yes

If yes, please describe in <120 words. If no, please explain.

The Library Guiding Service Principles, which are publicly available on the web site (http://library.csueastbay.edu/policies/other/guiding-service-principles/), state that:

* The University Libraries' primary service goal is to help library users become information competent lifelong learners through the use of our resources, services and technology.

* All library staff will provide professional and courteous service.

* All library staff will strive to help our users meet their information needs. When it is necessary to make a referral, every effort will be made to identify the best referral to resolve the user's question quickly and efficiently.

* The University Libraries will actively solicit, analyze and respond to the input of users.

These principles are emphasized and evaluated in annual performance evaluations.

3.8 Does your service have annual goals (targets) of achievement regarding the quality of the service provided?

Link to Scoring Rubric
No

If yes, describe the annual quality goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

The library has not developed specific, quantifiable targets for its quality of service. It would be difficult to try to quantify the different types of service provided by the library. However, we have established the service objectives described in question 3.7 and strive to give every employee the tools that they need to meet those goals.

Link to Scoring Rubric

3.9 Does your service have annual goals (targets) of achievement regarding the quantity of service provided?

No

If yes, describe the annual quantity goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

The library has not established specific targets for the quantity of service provided. The quantity generally is determined by the demand from students and faculty. We strive to increase demand by promoting our services on the web site and through the efforts of our liaisons and our outreach librarian.

6. Efficiency of Service (cost effectiveness)

Link to Scoring Rubric

4.1 Using the spreadsheet provided for all employees in your department, please distribute salaries of individuals across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

1890956

Attach your allocated spreadsheet here.

PFD Library Staff Costs.xlsx

Link to Scoring Rubric

4.2 Using the spreadsheet provided, please distribute your department's annual operating expenses across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

1158666

Link to Scoring Rubric

4.3 Using the spreadsheet provided, please distribute the square footage of work space across all services provided to reach an educated or reasonable estimate of the use of this resource.

135265

Attach your allocated spreadsheet here.

Space AA Library.xlsx

Link to Scoring Rubric

4.4 During the last three years, have you adopted any measures to improve the efficiency (cost effectiveness) of providing this service (e.g. reducing salary costs, operating expenses or use of space, or increased output without increasing cost.
If yes, please describe the measures in <120 words. If this is a new service introduced over the past three years, please indicate. If no, please explain.

1. The library has adopted a Patron Driven Acquisitions (PDA) program for ebooks, which allows us to put more ebooks in the catalog without increasing costs. We only pay for the ebook if a library patron uses it.
2. The library has virtualized all of its servers either with campus IT or external vendors so that we no longer pay for hardware or maintenance on servers.
3. We have implemented the "Get It Now" service through the CSU Library services office, which reduces the delivery time from 3-7 days to 2-4 hours.
4. We have implemented RapidILL, which increases the speed of other ILL transactions
5. We have adopted cashless financial transactions to pay for fines.

4.5 What idea(s) do you have for improving the efficiency (cost effectiveness) of this service within existing resources (e.g. restructuring, merging, outsourcing, ways to cut costs, technology, etc.)? Please describe those ideas in <120 words.

1. Replacing the library's current collection of video and audio on disk with streaming audio and video that can be accessed through the library catalog.
2. Moving the photo ID service out of the library so that library staff can focus on library specific services.
3. Potentially adopting a shared Electronic Resources Management System with other libraries in the CSU to simplify the management our electronic resources.
4. Stop accepting donations of books, which are expensive to process, catalog, and store while they generally do not add resources that students will use in their classes.
5. Explore the option of combining service desks in the library so that students have a single point of contact when they enter the library.

4.6 What idea(s) do you have for improving the efficiency (cost effectiveness) of the service if additional resources were provided. Please describe your idea(s) in <120 words.

1. Due to the increasing importance of digital resources to the library collections, we need to devote less space to storing books on the shelves, and we need to devote more space to quiet individual study and collaborative group study enhanced by technology such as shared computer monitors and video recording equipment. The process of weeding the existing collection and building new student study areas will require additional resources.
2. Adopting a new Uniform Resource Management system would allow the library to manage its electronic resources more efficiently.
3. A regular refresh program for public library computers would reduce staff time spent on maintenance.

4.7 Do you have any plan(s) to improve the efficiency (cost effectiveness) of this service in the next 1-2 years (e.g. reducing costs, increasing productivity, etc.)?

Yes

If yes, please specify whether these plan(s) involve reducing salary costs, operating expenses and/or use of space. Please describe your plan(s) in <120 words. If no, please explain.

The library plans to improve efficiency in the next 1-2 years by re-designing the web site and increasing the use of the new Discovery System and by making it easier for students to find relevant books and articles in the library collections, these changes
will reduce the cost per use of the databases that we subscribe to. Statistical analysis will allow us to identify and potentially discontinue high cost per use databases. Furthermore, the library will hire an Assessment librarian to assist in identifying services that could be improved or eliminated.

**Link to Scoring Rubric**

4.8 Please describe the estimated output for this service for fiscal year 2011-12, quantify if possible (e.g. volume, service tickets resolved, people serviced, appointments, etc.) in <120 words.

Comprehensive 2011-12 statistics for all of the CSU Libraries are available on the following web page: http://www.calstate.edu/library/content/statistics/ Not all of these statistics can be included here, but I will list some highlights:

- Visits to the physical library (gate count): 896,697
- Hits to the library home page: 698,986
- Hits to the library catalog: 1,179,084
- Searches within library databases: 1,688,222
- Hits to the OpenURL periodical locator: 199,770
- Books checked out: 36,672
- Books renewed: 11,891
- Books used within the library: 19,585
- Course Reserves check outs and renewals: 35,660
- Interlibrary Loans received from other libraries: 14,573
- Interlibrary Loans sent to other libraries: 3,600
- Course Integrated Information Literacy Presentations: 76
- Students served in Information Literacy Presentations: 2,097
- Average weekly Reference transactions: 458

**7. Other**

**Link to Scoring Rubric**

5.1 Are you aware of services similar to this one that are being provided by another department at CSU East Bay?

No

If yes, please provide a list of those departments. How are the services described here similar or different? Please describe in <60 words.

**Link to Scoring Rubric**

5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

There is only one university library on the campus. The library includes the Learning Commons, which is the only computing lab left of campus available to students 7 days a week. The library also is unique within the CSU system because it offers a 2 credit class on information literacy. The library has offered service to the Concord campus since its inception.

**Link to Scoring Rubric**

5.3 Are there any additional things about this service that you would like the task group to know? Please describe/explain in <250 words.

The library is unusual in the Planning for Distinction process because it has both an instructional and a service function. In addition to filling out this form as a support program, the library will fill out a form for teaching LIBY 1210 and LIBY 1551. The library faculty are involved both in teaching the information literacy classes and in maintaining library collections and services. In trying to
determine the salary costs of the library as a support service, I have included 60% of the salary of the librarians in the support program report, leaving 40% for the instruction report based on the number of course units that librarians are expected to teach each year and their involvement in professional activities.

Ultimately, the importance of the library to the university cannot be overstated. Library resources and services are essential to the teaching and research mission of the campus, and the library continues to receive praise for the professionalism and customer service orientation of its employees.