

Program Performance Review: Culmination Meeting Memo Pollak Library

The 2021-2022 Program Performance Review (PPR) process for the Pollak Library concluded with a culmination meeting on December 7, 2022.

The following people attended the meeting: Carolyn Thomas (Provost), Mike Steel (Chief of Operations, COO), Alyssa Adamson (Executive Director of Academic Resources), Emily Bonney (Dean, Pollak Library), Michael DeMar (Associate Dean, Pollak Library), Keri Prelitz (Collection Development and Management Librarian), Justin Stewart (Acquisitions Coordinator), and Su Swarat (Senior AVP for Institutional Effectiveness and Planning, SAVPIEP).

The Provost commended the library for volunteering to participate in the PPR process as a reflection opportunity, and for taking a “deep dive” to examine the library operation. This thoughtful work will support the search for the next library Dean, as well as the next phase of the library. She commended the Dean for her leadership and continued advocacy for the library. The following specific accomplishments were highlighted during the PPR process:

- The Library provides various services and opportunities to faculty, staff, and students, such as the ExLibris’ Alma product, instruction sessions, the Faculty Noontime Talks, and the Library Program. Additionally, the Library is a leader in the CSU Library System with regard to the Open Access Article Publishing funding and piloting of new systems such as the Rapido system for Interlibrary Loan. The Provost highlighted the library as a place that brings people together.
- The Library is commended for stretching resources to address the needs of the university community, despite having an inadequate budget and staffing support. For example, the Library shifted to address users' needs during the start of the COVID-19 pandemic and continues to offer programs and services in different modalities.
- The Library serves over 40,000 students, faculty, and staff despite having limited staffing, funding, and adequate space. The Provost acknowledged that the library does a lot with a little, and deserves more resources.
- The Provost commended the library for its partnership with different campus units who want to use the library space. The library has spent a lot of time and energy negotiating and supporting different partners’ needs. The Provost and the Dean will now serve as the “stewards” for the library space, and will review and approve any space usage in the library moving forward.

Major recommendations and issues raised through the PPR process were discussed as follows:

1. Remote working
 - The library raised in the self-study the desire to increase opportunities for working remotely, a serious concern for most employees.
 - The Dean reported that this is no longer a major issue. The library now has varying levels of flexibility within the employees, most having 2 days per week for remote working.
 - The COO commented that the summer 9/80 program should help ease this concern as well.

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2. LibGuides

- The library would like to revise the LibGuides and develop instructional resources that embody diversity, equity, and inclusion principles and reflect the University-wide commitment to equitable pedagogy.
- The Associate Dean commented that the LibGuides started as a simple way for the librarians to develop web pages, but it is not aligned with the CSU standards. The library is now trying to limit its use to specific subject areas, while looking to re-design the entire website by summer 2023.
- The Provost pointed out that the COO is leading the overall Academic Affairs website renovation project, and asked him to work with the library to support the library's website re-design effort.

3. Assessment

- The external reviewers recommended the library to conduct additional assessment to understand the library's impact on student success. Information gathered for this assessment should also inform marketing foci and resource requests.
- The Dean stated that because student contact with the librarians is limited, it is difficult to correlate library work with student success. The library is working towards a "train the trainer" model to help prepare (non-library, college) faculty to infuse information literacy in their curricula. The library is also working to "de-couple" the information literacy training from classes, so that the work is not as dependent on faculty willingness or availability.
- The Provost commented that the new advising model will afford an opportunity to embed the library into advising to support student information literacy development.
- The SAVPIEP commented that the library has done an excellent work in cultivating assessment. She encouraged the library to focus on more assessment measures at the local level to capture immediate impact on student learning or experience. She also suggested the library to go beyond student learning outcomes and assess operational effectiveness. The Provost also recommended the library to think about impact beyond student success measures to include aspects such as faculty success, gift/donation received, collections, etc.
- The Dean asked the library to be more recognized on campus for its value and contribution – "Library IS the innovation center".

4. Library culture

- The external reviewers recommended that the library leadership should encourage and hold accountable a culture of comradery, particularly for reference shifts and staff-faculty relationships, to ensure equality in responsibilities and positive working relationships.
- The Associate Dean commented that the librarians prioritize instruction over reference desk duties, and often have to adjust schedule when last-minute instruction requests come from college faculty. The librarians would like to be viewed as "equal" professionals as faculty in the colleges, and ask that instruction requests are not being submitted last-minute.
- The Provost recommended that the librarians define fixed instruction dates and hours ahead of time, and publicize to the college faculty for them to choose from.

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- The Dean added that the library is under-staffed, making the “7 hour reference desk” requirement difficult to meet.
- The Collection Librarian stated that the identified culture issue is not unique to the Pollak Library, but common to libraries in general. The upcoming retreat in January 2023 offers a positive step towards resolving the issue.

5. Budget and resources

- The PPR process identified several significant budget and resource needs including a larger O&E budget, additional funding to increase the size of faculty and staff, and the funding to renovate many spaces in the library to create a more hospitable and welcoming space to conduct research and study.
- The Provost acknowledged the needs, and asked for the next steps to address the needs.
- The Dean stated that a revised organizational chart is needed to identify the people and resource needs, and why. She is committed to complete this task.
- The Executive Director of Academic Resources recommended the library to focus on appropriate level of expenditure for the library, and aim to operate within.
- The Provost commented that she is committed to support the library needs using one-time funding from Academic Affairs, and encourage the library to spend as long as the expense is justified (e.g., paying for subscription/collection). She assured that it is ok for the library budget to “go into the red” at the end of the year if the expenses are needed to create the library the campus needs.

The Provost concluded the meeting by thanking the library leadership, and the commitment and hard work of the library faculty and staff.