



# San José State University Dr. Martin Luther King, Jr. Library

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*University Library Self-Study – 2008-2013*

Accomplishments of the past five years; strategies for the future

## Acknowledgement

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# Part I. Background, Infrastructure, Resources

## Introduction to the Joint Library

The Dr. Martin Luther King, Jr. Library (King Library), a library partnership of San José State University (SJSU) Library and the City of San José Public Library (SJPL), opened its doors in 2003 after intensive debate, negotiation and planning by the respective staff of the City and the University. Since the opening of the joint library, both the public library and the academic library organizations have benefited from the heightened visibility and prominence the iconic King Library building has brought to each.

Numerous awards, grants and special recognitions have been bestowed on the libraries, such as the award of the 2011 National Medal for Museum and Library Service to the San José Public Library for: 1) meeting the information and learning needs of its ethnically diverse community; 2) stellar innovative and educational programs; and 3) providing customers with on demand services and self-service options that enhance their

library experience. The university library has received numerous grants since the opening of the joint King Library, in part due to the collaboration between the public library and the university library. Major grants to the university library from the Institute of Museum and Library Services (IMLS), the National Endowment for the Humanities (NEH) and the National Historical Publications and Records Commission (NHPRC) have resulted in federal funds totaling \$1.4 million for library projects and initiatives. The library facility reached the Silver Level of LEED certification in 2012. Key elements of the library program that earned this level of certification are: the increasing number of eBooks acquired; recycling of water in rest rooms, general recycling of paper, glass and cans; and the retrofitting of lighting including motion sensors for lighting in the stacks.



**Campus view of the King Library**

More important than special awards or federal grants, the King Library is held in high esteem by library users, the residents of Silicon Valley and the students and faculty of SJSU. The King Library's constituents have voted with their feet, as evidenced by the ever increasing attendance counts in this busy downtown library. Refer to [Appendix B – Gate Count](#) for details on attendance. Library users of all ages and from all walks of life continue to benefit from the large print collections, a growing number of digital titles, diverse programs, exquisite exhibits of art work, assistance with research, and life-long learning opportunities. The King Library remains a downtown magnet and gathering place for the exchange of ideas, the exploration of knowledge, collaboration on academic assignments and the pursuit of independent scholarship.

The University and the City celebrated the Ten Year Anniversary of the joint King Library in the fall of 2013. After ten years of successful collaboration, and during a period of significant and fast-paced technological change in public and academic libraries everywhere, the partnership continues to build upon its strong foundation as an innovative and trend-setting joint academic/public library. As each partner library organization becomes more effective and stronger in meeting the needs of its respective primary constituency, the more it has to offer the partnership and all library users as a whole. It is often stated that the joint library is much more than the sum of its parts. With this over-arching premise in mind, the university library organization commenced this Self-Study in the 2013-2014 academic year.

The core of the Self-Study is the examination of how well the university library supports student success, learning, retention and graduation; faculty teaching and research; and undergraduate and graduate student research in the digital age. The library, located in Silicon Valley, strives to be a cutting-edge academic library of the future while excelling in present-day support of the university. While the SJSU King Library becomes the academic library of the future and exceeds the expectations of its 21st Century students and faculty, it opens its doors to all, providing access to library users in the City of San José, the tenth largest city in the United States. It continues to be one of the leaders among the twenty three California State University libraries and remains a committed partner in a unique, one of a kind merged academic/public library.

## Ten Year Anniversary

The joint [King Library's Ten Year Anniversary](#) celebration activities were held during September 2013. The primary focus of the anniversary celebration was to promote awareness of this milestone event. Refer to [Appendix C – 10<sup>th</sup> Anniversary Watercolors](#) to view the brochure of the art submitted for the anniversary. Promotional activities included the following:

- Street banners were hung on light posts along the major downtown arteries
- Advertising was placed in the Metro and Spartan Daily newspapers

- Social media promotions were placed on the SJSU and SJPL sites
- Selected anniversary events were covered by SJ Mercury News, KRON Channel 4, numerous local and national blogs and KGO radio
- Anniversary events were also featured on [www.sjsu.edu](http://www.sjsu.edu), in the campus newsletters, on department websites and on the Department of TV, Radio, Film and Theatre marquee
- Posters were hung on campus and in the windows of downtown businesses
- Banners were placed on the back of Metro commuting buses

The kick-off event on September 5th included local dignitaries, library donors, faculty, staff, students and members of the community. San José Mayor Chuck Reed, SJSU President Dr. Mohammad Qayoumi, SJSU Library Dean Ruth Kifer and SJPL Director Jill Bourne spoke about the origin of the joint library concept and the continuing success of the King Library's university-city collaboration. Capping off the event was the opening of a time capsule that had been buried in the former SJPL King Library on Market Street in 1970.

The month-long celebration included a variety of events, with an emphasis on showcasing SJSU student talent. Vocal performances by the SJSU Music Department's Choraliers and the a cappella group Pitch Please, filled the library's atrium with music and had audiences looking down from every floor. On the fourth floor, a [beautiful watercolor exhibit](#) of art by SJSU art students brought rave reviews. Each painting was unique and depicted a different interpretation of the interior or exterior landscapes of the King Library. SJPL and SJSU library staff appreciation events were also part of the celebration. In order to thank the many people who planned, developed and kept the library operating every day, a private screening of *The Wolverine* was shown at Camera 12 Cinemas, complete with free popcorn! Attendees were encouraged to bring their family or significant others to the show as well. Additionally, Mel Chin celebrated artist and creator of [Recolecciones: The King Library Art Collection](#) gave a special talk for library employees and the campus community about his commissioned public art works in the library and his recent artistic endeavors.



# SJSU Library Strategic Plan

The SJSU library can attribute the last five years of success in supporting the university and the partnership with the SJPL to a fluid and comprehensive strategic plan. The following strategic plan was first developed as a result of an all-inclusive staff planning activity in 2008. It has been updated at least twice since and most recently in 2012 after the university-wide goals were established by the new, University President, Dr. Mohammad Qayoumi. The library strategic plan is now aligned with the over-arching goals of the University.

## Mission Statement

San José State University's Dr. Martin Luther King, Jr. Library supports the [University's guiding principles](#) of Spartan Pride, Unbounded Learning, Helping and Caring, Agility through Technology, and 21st Century Spaces by facilitating student learning and success, faculty teaching, research and scholarship, community engagement and creative uses of technology. In partnership with the San José Public Library, we provide all library users with access to information and learning resources in digital and print formats and foster lifelong learning opportunities for the entire community.

## SJSU Library Vision

San José State University's Dr. Martin Luther King, Jr. Library is a student-centered library that continually aspires to become the library of the future. The library engages diverse learning communities by providing access to information resources, learning services and programming through innovative uses of technology. Setting the standard for community-based partnerships, the library facilitates access to in-depth collections via our digital presence and serves as the model for life-long learning in the 21<sup>st</sup> Century academic library.

## Values

### *Student Success*

We value the academic success, learning, retention and graduation of the diverse student population of San José State University.

### *Open Access*

We value open access to information and support the growing open online access movement in higher education, while complying with intellectual property and copyright law.

### *Migration to Digital Library*

We value transformational change in higher education and the migration of libraries from print repositories to information service centers, collaborative learning spaces and access providers to digital resources.

### *Library Employee Learning*

We value the unique contribution and capacity of each library employee and provide learning opportunities for all to advance personal, professional and organizational growth and excellence.

### *Intellectual Inquiry*

We value the principles of intellectual and academic freedom.

### *Innovation*

We value innovative uses of technology to promote student success, learning and access to information resources in-person and via distance learning programs.

### *Diversity and Respect*

We value diversity, inclusive excellence, civility, and respect for all members of our university and public communities.

### *Collaboration*

We value collaboration with students, library colleagues, university faculty, other CSU campuses, corporate leaders in the information technology industry, and community partners.

## **SJSU Library Strategic Directions 2012-2017**

The SJSU Vision 2017 identifies 1) Spartan Pride, 2) Unbounded Learning, 3) Helping and Caring, 4) Agility through Technology, and 5) 21st Century Spaces as the guiding principles for the university as it continues its pursuit of excellence. The University Library, a gateway to student learning, information resources, scholarship, and diverse intellectual and cultural heritage aligns its strategic directions with the University's guiding principles. In doing so, we enrich student learning, support faculty teaching and research, promote scholarship and contribute to the lifelong learning for all of the community. To accomplish this and ensure continual improvement, the library engages in ongoing assessment, grant opportunities and fund raising. The University Library's strategy supports the University's Vision 2017 in the following areas:

- **Digital Library Initiative**

Aggressively increase access, creation and use of digital collections, including unique special collections. Creatively utilize innovative technologies to provide the University and the broader community with a 21st Century library environment, both physical and digital.

- **Electronic and Traditional Collections**

Build content, expand open access and participate in consortia resource-sharing to create access to collections in all formats which meet the learning, teaching and research needs of the students and faculty in the university's undergraduate, graduate and developing doctoral programs.

- **Information Literacy Proficiency**

Strengthen campus partnerships to seamlessly integrate information resources, information literacy skills, open online inquiry, and assessment into the curriculum; ensuring graduates are capable of critical thinking and life-long learning.

- **Research Services**

Strengthen research services provided to students, faculty and the general public, building upon traditional reference services and expanding to include delivery of reference in all technological formats and in a variety of settings.

- **Community Partnership**

Build upon success of partnership with the San José Public Library, by engaging in joint planning, deeper collaboration, and stellar customer service to expand access to knowledge, create meaningful learning opportunities and foster lifelong learning for both the university and the broader community.

- **Organizational Capacity and Growth**

Invest in learning and development of all library faculty and staff in order to create a nimble, responsive organization capable of continual improvement and change.

## **SJSU Library Strategic Directions Aligned with University Goals**

### **Goal One: Spartan Pride**

*Instill Spartan Pride with students, faculty and community*

#### **Digital Library Initiative**

1. Open first SJSU-only study space on mezzanine of library – 2013
2. Enhance SJSU library presence using social media – 2012 & ongoing



**Electronic and Print Collections**

1. Promote SJSU faculty publications & student theses in Scholar Works – 2012 & ongoing
2. Embed SJSU digitized Special Collections & Scholar Works within the Learning Management System (LMS) – 2013 & ongoing

**Community Partnership**

1. Collaborate with SJPL to promote King Library in Community – 2013 & ongoing
2. Increase digitization of joint Special Collections' images – 2013 & ongoing
3. Promote University Library lectures & programs to community – 2013 & ongoing
4. Reach out to community organizations (KQED, Commonwealth Club, etc.) to utilize library for programming – 2012 & ongoing

**Goal Two: Unbounded Learning**

*Enhance student success through continuous learning innovations*

**Digital Library Initiative**

1. Create critical mass of entries into Scholar Works – 2013 & ongoing
2. Expand Affordable Learning Solutions partnerships with faculty - 2013 & ongoing
3. Increase digital content and educate users in discovery of Special Collections digitization – 2013 & ongoing
4. Educate students and faculty on use of E-Books using e-book readers, tablets, laptops, and smart phones – 2013 & ongoing

**Electronic and Print Collections**

1. Analyze cost and use data of Demand Driven E-Book Acquisition – 2012-2013
2. Increase acquisition of e-book and other digital information and streaming resources - 2012 & ongoing
3. Analyze data of back file periodical holdings for usage and duplication – 2014
4. Analyze use of circulating collection to determine storage, open stacks and other disposition of print copies to create interactive student learning spaces – 2013 & ongoing
5. Determine cost efficiencies of partnering with other library consortia beyond CSU – 2013 & ongoing
6. Implement copyright guidelines and procedures to guide digitization and digital curation of open access resources – 2013 & ongoing
7. Implement patron driven acquisition within interlibrary loan services – 2014 & ongoing
8. Promote open access collections and publishing with university community –

2012 & ongoing

#### **Information Literacy Proficiency**

1. Partner with WASC committee to develop information literacy assignments and assessment measures for WASC Accreditation – 2013-2014
2. Develop and implement campus wide tiered information literacy program –2013 & ongoing

#### **Research Services**

1. Improve research services via mobile technologies – 2012 & ongoing
2. Assess learning outcomes in one-on-one research consultation – 2013 & ongoing
3. Open first SJSU Library Student Learning and Research Commons – 2013
4. Assess current reference model; determine modifications – 2014

### **Goal Three: Helping and Caring**

*Create a culture of helping*

#### **Digital Library Initiative**

1. Promote Affordable Learning Solutions to students – 2012 & ongoing
2. Engage with students via social networking – 2012 & ongoing

#### **Research Services and Information Literacy Proficiency**

1. Create Customer Satisfaction Survey for in-person and on-line service – 2014
2. Analyze data and develop improved helping practices – 2014 & ongoing
3. Develop and implement a helping, caring and welcoming environment – 2012 & ongoing
4. Enhance and deliver welcoming information and orientation library program as part of campus faculty orientation program – 2014 & ongoing
5. Reach out to SJSU students to demonstrate the use of information literacy skills for non-academic purposes – 2014 & ongoing

#### **Community Partnership**

1. Collaborate with SJPL to build learning communities among staff – 2014 & ongoing
2. Collaborate with Student Services to provide helping and caring within library – 2014 & ongoing
3. Collaborate with Student Academic Success Services to bring other academic support services into the library – 2014 & ongoing

#### **Organizational Capacity and Growth**

1. Provide on-site training and professional development for staff – 2012 & ongoing

2. Identify and recognize library accomplishments (such as the Student Learning & Research Commons) – 2013 & ongoing
3. Implement Library Scholarship for Student Assistants – 2012 & ongoing
4. Provide quality security and safety measures for all staff – 2012 & ongoing
5. Implement professional and social activities to build community for staff – 2012 & ongoing
6. Create a library faculty and staff Helping and Caring group to make recommendations for a better helping and caring work environment – 2014
7. Create a collection of technological devices for staff/library faculty to utilize in carrying out responsibilities of position – 2013 & ongoing
8. Create a staff and library faculty Idea Bank to encourage suggestions for new services and facility modifications – 2014 & ongoing
9. Implement a university library employee recognition program to be developed by the Professional Development Council – 2014 & ongoing.

## **Goal Four: Agility Through Technology**

*Continue to grow an advanced technology infrastructure*

### **Digital Library Initiative**

1. Implement Library Server and Desktop Virtualization – 2013 - 2014
2. Complete Library IT Business Continuity Plan – 2014-2015
3. Migrate to Next Generation Library Resource Management System – 2014-2015
4. Implement Mobile Web Services for study rooms – 2014 - 2015
5. Develop alternate ways to loan E-books on mobile devices – 2014 - 2015
6. Install Mobile Charging Stations throughout library – 2013 - 2015
7. Implement Digital Signage one floor at a time – 2014 – 2017

### **Information Literacy Proficiency**

1. Embed library resources and services into Learning Management System – 2013 & ongoing
2. Implement lecture capture for Information Literacy Instruction - 2014
3. Determine feasibility for MOOC for Information Literacy – 2014
4. Determine information literacy support for university MOOCs – 2013 & ongoing
5. Implement software product for access to library FAQs – 2013-2014

### **Research Services**

1. Implement use of mobile devices for roving reference – 2014-2015
2. Embed access to research consultation into LMS -2014 – 2015

### **Organizational Capacity and Growth**

1. Implement training in new technologies for all employees – 2013 & ongoing

2. Increase ease with which employees can use self-service to update software on work desktops – 2014 & ongoing

## **Goal Five: 21<sup>st</sup> Century Spaces**

*Provide learning and collaborating spaces for students and faculty*

### **Digital Library Initiative**

1. Enhance Wi-Fi, charging stations, lending of devices – 2013 – 2017
2. Create SJSU Student Learning and Research Commons Spaces – 2013 – 2017
3. Create Faculty and Graduate Student Commons Spaces – 2014 – 2017
4. Create Smart Study Rooms with video, presentation, data and other equipment – 2014-2017
5. Utilize furnishings to best promote learning, productivity and ergonomic health in student and staff areas – 2013 & ongoing

### **Electronic and Print Collections**

1. Analyze print circulating collection data – 2013 – 2014
2. Implement weeding plan to facilitate re-purposing of space – 2013 – 2017
3. Identify regional storage space with CSU and other consortia – 2014 -2017
4. Repurpose book stacks square footage into student learning spaces – 2014 & ongoing

### **Community Partnerships**

1. Partner with Peer Connections to provide re-purposed library space for peer tutoring - 2013
2. Partner with other Student Academic Success Services to provide re-purposed library space for academic support services in library – 2014 & ongoing

## **Organizational Structure**

In order to provide the university community access to collections, information literacy instruction, research consultations, and other support for student success and learning; faculty teaching and research; and lifelong learning for all university library users, a myriad of library staff and librarians on the front-lines and behind the scenes are needed. The organizational chart for the SJSU Library remains a traditional model with Information Technology and Technical Services reporting to one Associate Dean and Reference, Access Services and the Academic Librarians to the other. Refer to [Appendix D – SJSU Library Organization](#). The Interim Special Assistant to the Library Dean for Digital Initiatives and the Associate Dean for User Services, along with the Manager of Administrative Services report to the University Library Dean and serve as members of the Senior Management Team. This team leads the library staff and librarians in carrying out their work; deliberates on major budget and personnel decisions;

develops policy; determines strategic direction for the university library; interacts externally with university administration and actively collaborates with counterparts in the SJPL organization. The “original merged units” in the library are reference, access services, information technology and technical services. Over time the degree to which each department is merged has varied and now runs the range of merely sharing merged space as with Technical Services, to Access Services which is probably the most merged of the units. Besides unit meetings, faculty and staff of the library serve on numerous committees, both merged and unmerged. Refer to [Appendix E – Library Committees](#).

**The Library’s Place within the University Administrative Structure** contributes to the success of the library’s ability to support the students and faculty within the eight colleges of the university. The University Library Dean reports to the Provost and sits on the Council of Deans and the Academic Affairs Leadership Team. This provides the opportunity to disseminate information to university leaders about the work of the library in support of student academic success, retention and time to graduation, as well as the library’s support of faculty research. At the same time, the University Library Dean is apprised of and participates in university-wide deliberations regarding budget, enrollment, curriculum, faculty affairs, student success and other critical issues. The [University Library Board](#), a committee of the SJSU Academic Senate, is authorized both to formulate and recommend policy related to the library, and also to advise the Library Dean on the implementation of University policies and library operations -- combining the traditionally separate roles of policy and operating committees. When the Board formulates policy, it reports directly to the Academic Senate through the Executive Committee. The chair of the University Library Board presents policies to the Executive Committee and the Senate.

**Total Staffing** for the SJSU library organization is as follows: 19 full time tenured or tenure-track librarians; 4.5 FTE temporary part time librarians; 39 staff members; and 18.5 FTE student employees. A total reduction of six FTE staff positions occurred over the last five years as a result of university-wide lay-offs in 2010. Since 2008, fourteen staff and library faculty have either resigned or retired. As library employees retire or resign, each vacancy is carefully reviewed by the Senior Management Team and recommendations are made to the Dean regarding what skill set is most needed in the library organization as the library continues to develop new library services, deliver access to collections and existing services in new ways, repurpose library spaces, and move further along the continuum to becoming the library of the future. It can no longer be assumed that if a department loses a staff member that the position will be replaced in that area with the same position description. Position descriptions for all staff are updated annually.

**Librarians** at SJSU, like all CSU campus libraries, are tenure-track, tenured or temporary library faculty. The library has had strong, consistent support from the Provost’s Office in facilitating the recruitment of library faculty. In spring 2013, the library full time tenure-

track/tenured ratio to temporary part time library faculty was 80.12%. The campus average was 58.48%. Most library faculty have academic assignments as liaison librarians to specific academic departments within the colleges of the university. [Liaison librarians](#) provide collection development, information literacy instruction, support online teaching and learning by embedding themselves in the course Learning Management System (Canvas) and also provide outreach services for faculty and students as well as research assistance and reference service for faculty, students and the public. Some of them have special academic assignments such as special collections, institutional repository promotion, affordable learning solutions or online learning services. Although librarians serve at a jointly staffed reference desk and from time to time collaborate on joint programming within the library, the SJSU librarians focus most of their time directly on the support of student success and faculty teaching and research. The liaison librarians (full and part time faculty) officially report to the Associate Dean for User Services as appropriate administrator, and are organized into three functional teams – collection management, research consultation & reference and information literacy. A coordinator of teams, also a faculty librarian, coordinates the three teams and regularly calls Library Faculty All Teams meetings.

From 2008-2013, library faculty have published many scholarly articles (See [Appendix G – Faculty Publications](#)) in peer-reviewed journals, written encyclopedia articles and book chapters, presented at professional conferences, organized and sponsored conferences and applied for grants. Publications include over 40 refereed and 25 non-referred articles, five book chapters and 50 book reviews. (See [Appendix H – Faculty Book and Database Reviews](#)). Since 2008/09, as part of their academic assignment, librarians have organized over 50 exhibits, published over 230 research guides and created over 50 online tutorials. Beyond their subject areas, SJSU librarians are actively involved in open access, copyright and fair use, digital curation, preservation, instructional effectiveness and improved access to government publications.

**Access Services** (Circulation, Document Delivery, Interlibrary Loan, Stacks Management, Course Reserves, Student Computing Services, Learning Commons) is managed by an MPP manager and reports to the Associate Library Dean for User Services. Access Services is increasingly responsible for learning commons spaces, including the SJSU Student Learning & Research Commons known as The Mezz, Student Computing Services (SCS) and surrounding student collaboration spaces. As the circulation of the print collections continue to decline and the usage of digital resources soars, Access Services has begun to de-emphasize many historical Access Services functions and increase the significance of others.

**Technical Services** (Acquisitions, Cataloging, Electronic Resource Management, Institutional Repository, Database Licensing, Innovative Interfaces System Management) is managed by an MPP manager and reports to the Interim Special Assistant to the Library Dean

for Digital Initiatives. Many of the functional areas managed in this department may be found in the library systems department in other academic libraries.

In the past five years, activities performed by Technical Services have been migrating substantially toward the acquisition and support of electronic resources. The department continues to handle the procurement and processing of print materials, but to a far lesser degree than seen in the previously reported 5-year span. The department remains on the leading edge of library technologies in part by developing and incorporating more automation into the once traditional print material workflows, maximizing the functionality of the library's Integrated Library System (ILS), and streamlining processes wherever possible.

Recently, the Innovative Interfaces ILS was upgraded from Millennium to Sierra, and is the central database used to manage acquisitions, circulation, and cataloging. By taking advantage of evolving vendor technologies that provide cataloging and physical processing, and combining this with in-house innovations for record handling and receiving, Technical Services is able to move print materials from order to shelf in record time, which expedites delivery to users. Technical Services is now in a position to dedicate the majority of its efforts into management of the library's expanding digital collections.

**The Information Technology (IT) department** (Networks, Servers, Computer Help-Desk for Staff, Media Support, Web Team) is managed by an MPP manager and reports to the Interim Special Assistant to the Library Dean for Digital Initiatives.

The IT department is jointly funded and co-managed by the university and public library organizations, manages the network and data center support not only for the King Library but also all of the public library branches and has a degree of autonomy unique among the libraries in the CSU system. Although a merged unit, the SJSU and SJPL IT Staff and management approach the IT infrastructure from two distinctly different organizational perspectives (See [Appendix F – King Library Organization Chart](#)).

Close to 70% of the library servers are now on VM Ware's Virtual vSphere. The full virtualization of the data center should be completed in the 2014-2015 academic year. The internal network includes over 190 Cisco switches, which were upgraded in 2011.

The King Library IT department provides end-user technical support for library faculty, staff and public computers. IT supports library instruction classrooms, media services support for meeting rooms and technical support for the Student Computing Services Center which circulates laptops, MacBook Pros and iPads to students. The web team supports the library web site, the intranet and the library SharePoint sites. IT staff maintain the Sierra Integrated Library System server and perform upgrades on the system. The plan is to move the front-end applications to the virtual environment in the near future for mission-critical redundancy, greater efficiency and ease of

management. The university central IT department has just implemented a university-wide refresh plan for all computers on campus and has included the King Library in the plan. This relieves library IT funds that can be diverted to other library needs.

**Student Assistant** employees contribute a great deal to the work of the library in all departments. The student workforce has been significantly reduced since 2008, when student assistant employees totaled 32.8 FTE. There are currently 18.5 FTE student employees in the King Library organization. The decrease in student employees has been a result of a number of factors. These include year over year cuts to the library budget, an increase to the local minimum wage by two dollars per hour, a strategic decision to allocate greater resources to digital collections, technology and facilities, and a reduced need for student shelvers due to the decreased circulation of print collections.

**Administrative Services** is comprised of staff supporting human resources, budget development and monitoring, accounting, coordination of student assistant hires, meeting rooms and exhibits, purchasing and facilities. The manager of this department is an MPP position reporting to the Dean. All faculty, staff and manager recruitments are coordinated by this department, as well as any employee relations matters with the campus Human Resources Department or Faculty Affairs. The manager sits on the budget analyst team reporting to the Deputy Provost and prepares all budget reports and special funding requests for the library. Facilities projects are managed by this department and closely coordinated with the campus department of Facilities, Development and Operations.

**Organizational and Structural Changes** are made as the library continues to innovate to meet and exceed the expectations of SJSU students and faculty. The recently created staff position of Project Manager has become integral to the operations of the library and the numerous special projects needed to adopt new software platforms, to launch the de-selection of print materials and the re-purposing of the resulting spaces. Two other new positions were created as a result of recent staff vacancies, an Institutional Repository Specialist and a Student Technology Trainer.

## Professional Development and Training

The success of the university library rests on the competence, skills and commitment of its workforce. The library has significantly invested in professional development and training over the last five years. The joint King Library is a complicated organization with close to 300 total employees in the joint organization. In the merged units, SJSU and SJPL employees may be working side-by side doing the same job functions, but have different classification standards, salary ranges, benefits, evaluation processes, reporting lines, and labor unions.



In this environment, it is more important than ever for library staff to stay abreast of emerging technologies, continue to develop new skills and knowledge and most importantly know how to effectively work on teams. Annually, managers, in collaboration with staff, develop individual training plans to ensure that employees have the skills and professional growth opportunities necessary to accomplish their annual goals and support the future needs of the library. Managers and staff attend conferences and user groups that are considered essential to their job duties. Library faculty and staff members submit professional development requests to participate in professional conferences that support their academic advancement and personal growth to the Associate Deans for funding. Tenure-track library faculty members receive more funding than tenured faculty, to support professional development and work towards tenure. Requests to present at a conference are given higher priority than merely attendance at a conference. All requests to attend conferences and training off-site are reviewed by the Associate Deans and Manager of Administrative Services to ensure that they are aligned with the library's strategic initiatives and priorities. A comprehensive list of all essential training and professional development requests are forwarded to the Dean for final approval and funding.

The Professional Development and Training Council was created in 2008 to provide professional development and training for the library faculty and staff. The council, which includes three staff, three faculty members, and one manager, is co-chaired by the library Human Resources Specialist and a library faculty member. The Council sets goals at the beginning of each year and meets monthly to organize trainings and events based on goals. At the end of each year the council prepares an annual report, which details all of the activities for the previous year. The council has provided or promoted many training opportunities for faculty and staff over the past five years. Highlights include:

### **Selected Training & Workshops**

Tech Time (2009-2013): a series of workshops presented by faculty and staff and included the topics relating to technology use in King Library of particular interest to people working in public services. Topics that have been covered, include, but are not limited to: Canvas, iPhone Apps, WebEx, and Research Guides.

A.L.I.C.E – Part 1: Active Shooter/Violent Intruder Presentation (2009-2010): The A.L.I.C.E. program is designed to give faculty, staff and students a brief history about what exactly an active shooter is, the places they strike, the reasons behind their attacks and some tools that will help them survive such an encounter. (Description provided by University Police Department).

Webcasts were held on each fourth Wednesday. The topics included: "Communicating across Generations: How to Get Your Message Understood," "The Levity Effect: Boosting Employee Engagement and Productivity," "Harnessing the Power of Your Emotional Intelligence," and "The It Factor and How to Get It: Becoming a Master Communicator." These webcasts were

available to view classroom style or staff could watch them on their own with the link provided to them.

Over the past five years, many speakers covering a wide range of topics have been invited to address library faculty and staff. These include among others, Shelley Phipps (Organizational Effectiveness), Don Kassing (SJSU President), Arthur Dunklin (Campus Diversity Plan), Wiggys Silverstein (Sensitivity Training), Julie Burkhead (Helping Homeless Patrons), and Bill McQuire (Campus Technology Initiatives).

Other professional development and training activities have been launched by other staff groups. For example, the Digital Futures Advisory Committee (DFAC), has initiated a Library Technology Learning Center program which is currently conducting a training in the use of the campus LMS, Canvas.

### **Staff Social Events**

Over the past five years, the council has hosted many annual potlucks, such as a pie party, breakfast potluck, salad bar potluck, and new employee welcome reception. The council also sponsors physical activities such as bowling, croquet, and library staff Olympics. These events attract a large group of both faculty and staff and provide an opportunity for staff to get to know one another in social and recreational settings. SJSU and SJPL celebrate an annual joint holiday party in December and occasionally different groups of staff from the two organizations share in sponsoring in-library social events. Once a year, the joint library has an in-service so that staff members from both organizations have the opportunity to participate together when the library is closed for business. Joint in-service sessions have included programs on “going green,” how to respond to medical emergencies, communication skills with the mentally ill and a performance from a local comedy club.

### **Mentoring Student Assistants**

The role of mentoring student assistants as they make progress toward graduation and helping them to develop the professional skills they need to be successful in their careers is taken very seriously. Student assistants in King Library come from all campus disciplines. The University Library is in a unique position to mentor future librarians, as SJSU is the only CSU campus with a School of Library & Information Science (SLIS). SLIS students work in the library as student assistants and also interns, obtaining both library experience and coaching. Annually, the Dean hosts a Graduating Student Assistant Reception where supervisors recognize the contributions of student assistants and the whole university library celebrates their student success and achievement.

## Budget

In 2008, California, as did the rest of the country, experienced an unprecedented economic downturn. By the end of 2009-10, the SJSU Library's general fund allocation was cut by \$792,527. The following year, the library's budget was reduced another \$428,113 and all university employees were furloughed two days per month (which saved \$513,976 in the library budget). Financial challenges continued and in 2010-11, the university implemented staff layoffs and the library lost ten staff positions, three of which were vacant. From the beginning of 2008 to the end of 2011, the library's general fund budget was reduced \$1,220,640 – 12.5% of the library's funding (See [Appendix J – Base Budget](#)). Among other budget lines, reductions resulted in a decrease in the number of student assistant hires. SJPL also experienced cuts to their funding allocation resulting in staff reductions. Proposed changes to city retirement plans led many SJPL staff to opt for retirement before the changes could be implemented. These actions had both direct and indirect impacts on the operation of the King Library.

It is difficult to get a full picture of the library funding situation without looking at other sources of funds than just the general fund or operating fund. The SJSU campus has moved to “All Funds” budgeting (See [Appendix K – All Funds Budget](#)). The Library's base budget now consists of an allocation that is made up of CSU Operating Funds, lottery funds, Continuing Education Revenue Funds (CERF) and an Instructional Related Activity (IRA) fee that originally was levied for library services and has recently been incorporated into a broader Student Success & Excellence Technology Fee (SSETF). Although the library's portion of the SSETF is no longer based on \$13.16 per student (as the IRA fee was), the library has received an equivalent on-going amount to support extended library hours and services, SJSU Student Computing Services, enhanced library instructional classrooms, supplementary electronic information resources in support of student success and expanded access to the SJSU Special Collections (See [Appendix L – Instructional Related Activities and Student Success, Excellence and Technology Fees](#)).

With the SSETF fee structure now in place, an opportunity for requesting one-time SSETF funding and/or adjustments to the library base SSETF becomes available every Spring. In the 2012-13 academic year the library's proposal for additional base and one-time SSETF funding was successful. Additional funding provided extra salary funds to hire a technology trainer, to increase the number of iPads and laptops for student check out, and to give over \$100,000 to purchase additional e-Books (See [Appendix M – SSETF Funding Request 2013](#)). The library also proposed that a \$1.2M project to renovate several spaces in the library as part of the LOFT initiative be funded with special one-time operating funds (See [Appendix N – CSUOF Funding Request 2013](#)). That proposal was not approved. The library has resubmitted a similar proposal this year (See [Appendix O – CSUOF Funding Request 2014](#) and [Appendix P – SSETF Funding Request 2014](#)).

Historically, the library received \$120,000 annually from CERF programs. Beginning in 2011-12, the Provost revised the funding model for CERF and the library began receiving 3.43% of the net profits from Special Session enrollment and 5.34% from net profits from Open University enrollment (See [Appendix Q – Memo From Provost Selter](#)). With the then new funding model for the Library’s CERF allocation, the library received \$925,744 from CERF net profits, bringing the library’s budget back to the 2009-10 funding level. In 2012-13 the base budget was reduced another \$334,388, but during the year the library was awarded one-time funds so that by the end of the fiscal year the library had received \$210,838 more funding than the previous year. Increases in CERF funding in 2011-12 have partially filled in the gap caused by base budget reductions. Currently, University senior administration is reviewing the CERF budget model for the colleges providing special session courses and business plans have been submitted for consideration. This will undoubtedly have an impact on how the library is allocated funding from CERF in the future (See [Appendix R – Continuing Education Revenue Fund](#)).

Library expenditures fall into four broad categories: salaries and wages (See [Appendix S – Employee and Salary Expenditures](#)), acquisition of library materials, technology, and other operating expenditures and equipment (OEE) (See [Appendix T – Operating Expenses](#)). Inflation continues to have a substantial impact on all four areas. Benefits have increased from 35% to 42% of salary, information resources especially journal and electronic resources have increased an annual average of 6%, and other contracts and operating costs continue to increase. With all sources of funding factored into the library’s “All Funds,” final, year-end allocation (with one-time money) the library budget has been reduced \$655,858 from 2008-09 to the present (See [Appendix K – All Funds Budget](#)).

## Fundraising

The King Library has a dedicated Director of Development committed to raising the necessary funds from donors to support library initiatives and priorities. Since 2008, when library fundraising was at a low point, the library has steadily increased the amount of funds raised in this way.

<b><u>Fiscal Year</u></b>	<b><u>Raised</u></b>
2008-2009	\$16,153
2009-2010	\$53,798
2010-2011	\$51,216
2011-2012	\$244,071
2012-2013	\$270,712

A review of the donations to the library reveals interesting data on the make-up of donors and informs the library’s strategy for fundraising. For most colleges, alumni contribute at a much

higher rate than non-alumni donors; in contrast, the library receives a nearly equal amount from SJSU alumni and non-alumni. Donors to the library include a devoted base of hundreds of individuals, some who give modest amounts, others who make major gifts, but collectively, all supporting the ongoing work of the library.

Fundraising for the library is primarily the job of the Dean in collaboration with the DoD for the King Library. The DoD develops and implements fundraising strategies to secure philanthropic support. Responsibilities include, but are not limited to, identifying, qualifying, cultivating, soliciting, and stewarding major/individual, corporate and foundation prospects for the University. Additional responsibilities are other fundraising projects as assigned by the Executive Director for Development and soliciting major gifts from individual donors. The Director of Development works with the Dean to solicit major gifts. Major gifts are defined as gifts of \$25,000 and above. However, the University realizes that time is well spent on cultivating library donors at the \$1,000 and up level to create a larger pool of annual donors.

The library hosts a number of fundraising-related activities during the year, including a dinner to thank donors for their support, typically held in June. Annual Giving assists all SJSU units with annual fundraising appeal letters, telephone calls and email. In December the library annual solicitation is mailed to current and prospective donors.

## **Endowments**

As of December 2013, the King Library had thirteen established endowments (See [Appendix U – Endowments: Principal and Distribution Through 2013](#)) totaling \$1,545,841 in market value (the minimum balance for an endowment is \$25,000). For a detailed description of each endowment, refer to [Appendix V – The Library Endowment](#). Endowments are created with a donation and the establishment of a Memorandum of Understanding (MOU) outlining the purpose of the endowment. Donations under \$25,000 are considered pre-endowments, which must meet a minimum balance of \$25,000 within five years of being established to become a permanent endowment. The contribution is invested and will earn interest in perpetuity. The Library uses a percentage of the accrued interest to fulfill the purpose of the endowment while the remaining interest is reinvested into the endowment to ensure continuous growth. The principal of an endowment is never spent and is forever a source of revenue for the Library. Endowments may be designated for a specific purpose or provided as an unrestricted gift to support a variety of needs as determined by the Dean of the Library. For example, collection endowments can be created in the subject area of choice, with specially-designed, individual bookplates for each book purchased, or an electronic icon designed for digital resources purchased or licensed with endowment distributions.

## Grants

Since 2008, major grants have been received from the Institute of Museum and Library Services (IMLS), the National Endowment for the Humanities (NEH) and the National Historical Publications and Records Commission (NHPRC). Smaller grants of between \$2,500 and \$15,000 each have been received from the NEH, CSU Chancellor's Office, California State Library and the American Library Association (ALA). For a detailed list and their use, refer to [Appendix W – Major and Minor Grants](#).

## Part II. Services, Research, Collections, Outreach

“Consistently ranked as one of the West’s top public universities offering bachelor’s and master’s degrees, SJSU provides a wide range of undergraduate and graduate programs that promote intellectual inquiry and independent thought. From the arts to engineering, San José State’s academic environment is one of the most challenging in the nation” ([SJSU Academics, 2014](#)). SJSU serves over 30,000 students, granting more than “130 bachelor’s and master’s degrees with 110 concentrations, including many highly ranked and nationally recognized programs” ([SJSU Future Students, 2014](#)). SJSU is an ethnically and socio-economically diverse campus with a commitment to the guiding principles of respect for the individual, commitment to issue and problem resolution and open communication and feedback ([SJSU Campus Climate, 2014](#)).



**Library orientation for Chinese delegates  
from Tianjin City, Fall 2012**

SJSU is the university of choice for international students seeking to start their career path in Silicon Valley. These students often face greater challenges in using the library than students born in the U.S., making it necessary to provide them with tailored library services to achieve equity. The University Library staff is diverse with numerous bilingual liaison librarians to support the overall student population and specifically the College of International and Extended Studies. Each year, these librarians help hundreds of students from around the world to effectively use the library resources and

services that support their studies at SJSU. These services include library orientations, resource fairs sponsored by IES Office, classroom instruction and individual consultations. A [research guide](#) was developed to guide students in using resources and tools that are relevant to them.

# Research Support

## Information Literacy/Instruction

University librarians provide instruction in university-level library research and information literacy through course-integrated sessions and hands-on workshops. In addition, they provide integrated support for online learning and have “embedded” access to library services and collections in Canvas (the online learning management system). Subject specialist librarians work with departmental teaching faculty to align objectives for workshops, collaborate on class sessions, create online and print teaching materials and evaluate and assess student learning. On average, librarians teach over 600 information literacy sessions per academic year, reaching an average of nearly 16,000 students. (See [Appendix X – Information Literacy Instruction: # of Students](#) and [Appendix Y – Information Literacy Instruction: # of Sessions](#)).

In support of SJSU Plus (San José State’s experimental MOOC program with Udacity, not currently offered), the library offered multiple online Research Guides guiding both matriculated and non-matriculated students through the core concepts of information literacy, from thesis and topic development, to finding online research materials, to correctly citing sources in a variety of disciplines. Additionally, over summer 2013 the University Library’s Canvas Working Group developed a suite of scaffolded information literacy learning modules that can be included in any Canvas course offered on campus. The [Online Learning Librarian](#) coordinates consultations with any faculty interested in adapting these modules. Additionally, all liaison librarians are trained in Canvas and available to support teaching faculty in their respective liaison subject areas.

The information literacy program supports the campus goal of Unbounded Learning and curricular goals and initiatives including student success, inclusive excellence, and the student learning objectives for specific departments. The information literacy program targets certain courses within the overall curriculum for specific levels of instruction and activities. These are:

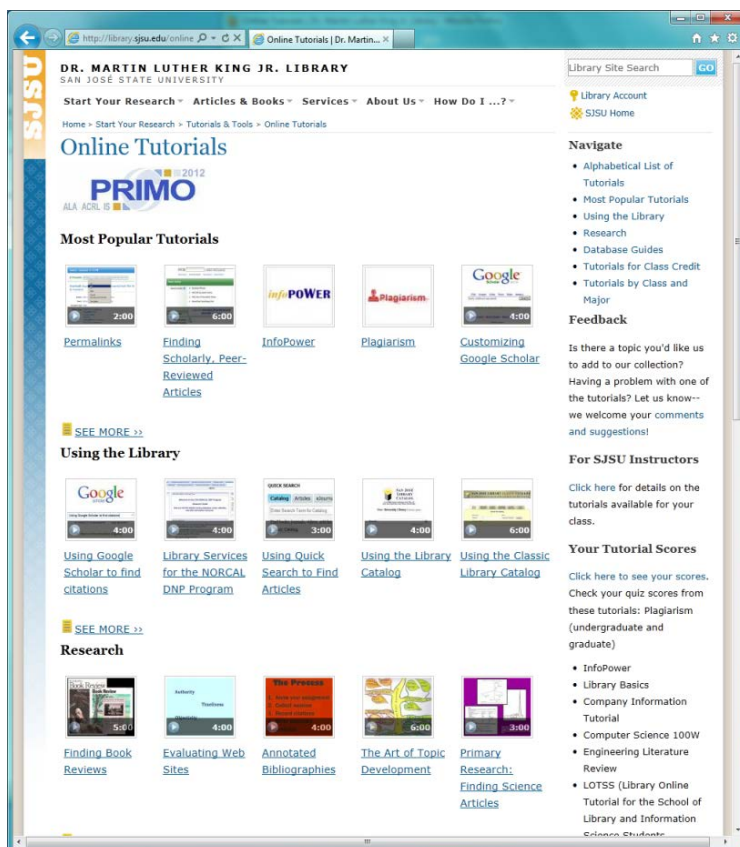
- English 1B
- Lower and Upper Division courses
- Junior Level Writing courses (100W)
- Graduate courses

Liaison librarians work with their departmental teaching faculty to develop specialized instruction sessions or workshops for specialized courses as requested. Information literacy outreach efforts extend to International and Extended Studies and “inclusive excellence” programs such as the McNair Scholars Program, the Educational Opportunity Program, and the ASPIRE Program where librarians use instructional strategies and the library’s instruction rooms for active, collaborative, and transferable student learning. Interns from the SJSU Graduate School of Library and Information Science participate as students and teachers.



Librarians teach in the library's four instruction rooms where students are able to work individually or in groups to learn and practice the skills they need to be successful lifelong learners. The rooms are equipped with video projectors and laptop computers. Some rooms feature large "touch screen" displays for computer or DVD output and have tables that can be reconfigured for different teaching and learning styles.

The University Library website is an essential part of information literacy outreach and includes online tools to help students be successful at research. Students have easy access to over 230 subject-specific research guides, including an [Online Students' Guide](#), [Getting Started at SJSU Library](#), [Affordable Learning Solutions](#), [Writing and Citing](#), and [Writing Your Research Paper](#). SJSU library also provides students, faculty and alumni with access to RefWorks, a robust online tool that allows users to easily collect, organize, save and generate citations and bibliographies. Other online tools created by SJSU librarians include an [Assignment Calculator](#) to assist with time management of research papers and over 50 online tutorials. (See [Appendix Z – Online Tutorials Use](#)). These include interactive tutorials with quizzes, such as [Plagiarism](#) and [Infopower](#) and [short video tutorials](#) on topics such as using Google Scholar, writing a literature review and finding peer-reviewed articles. Due to SJSU librarians' efforts, the SJSU library was awarded the American Library Association's Peer-Reviewed Instructional Materials Online award (ACRL [PRIMO](#) Award) in October 2012 for their production of selected high-quality resources.



Areas of development for the SJSU Library Information Literacy team over the past five years include:

- Streamlining of the English 1B program
- Classroom redesign and technology upgrade
- Professional development in information literacy for librarians (e.g., Association of College & Research Libraries (ACRL) Institute for Information Literacy Immersion Program)
- Librarians “embedded” in online courses’ learning management systems
- Exploration of remote teaching possibilities via WebEx and other technologies
- Assessing SJSU students’ information literacy skills for future WASC self-study and accreditation visit
- Enhancement of services and resources for online teaching and learning

### **Embedded Librarianship**

King Library supports and trains liaison librarians in embedded librarianship, the process in which librarians integrate themselves and library services into an online course. Embedded librarianship is achieved through contributions to content, discussions, and/or the learning processes using appropriate instructional technologies – often the LMS or virtual communication software facilitating librarian/student interaction, such as Google Hangouts or WebEx. Liaisons work collaboratively with each other, the Online Learning Librarian, SJSU’s Academic Technology and the Center for Faculty Development to develop best practices for this support and to identify methods of sustainably scaling the process. Liaison librarians regularly serve as Faculty-in-Residence and Faculty Consultants to Academic Technology units to better support online teaching and learning at SJSU.

### **Western Association of Schools and Colleges (WASC) Self-Study**

There are two librarians actively involved with the University Western Association of Schools and Colleges (WASC) accreditation self-study process at this time. One senior librarian serves on the WASC Steering Committee and has contributed to both the section of the self-study discussing information literacy, one of the WASC proficiencies for graduation and also the section of the self-study that covers the provision of library, information and technology resources to the campus. Another senior librarian has .2 release time to contribute to the writing of the entire WASC self-study document for the university.

Information literacy is embedded in the University Learning Goals (ULGs) under intellectual skills and within the General Education requirements Area Z. Instruction targeted to information literacy and assessment of information literacy knowledge at SJSU has been on-going since 2003, prior to development of the ULGs. Specific instruction in information literacy is provided by liaison librarians to the upper level writing courses. An assessment tool was developed by the library faculty based on the Association of American Colleges and Universities (AAC&U)

VALUE rubrics for information literacy. Specifically, the assessment tool measures whether students are able to: 1. Determine the extent of information needed; 2. Access the needed information; 3. Evaluate information and its sources critically; 4. Use information effectively to accomplish a specific purpose; 5. Access and use information ethically and legally.

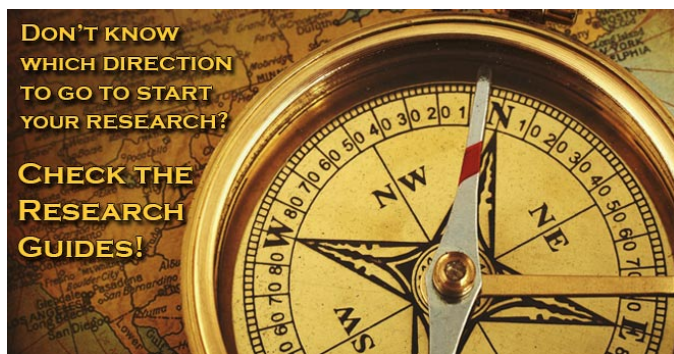
Two separate assessments are used to capture student mastery of these five dimensions. The first three items on the VALUE rubric, the [InfoPower online tutorial and assessment measure](#) consists of three instructional modules and three 8-question quizzes. These focus on 1) selecting information sources; 2) searching within databases; 3) evaluating information. The tutorial was adapted from one created by a team of university librarians and web developers at the University of Texas System Digital Library.

The fifth item on the VALUE rubric, the [Plagiarism tutorial](#) consists of an instructional module and a twelve-item assessment measure. The tutorial was created by a team of university librarians and web developers at the King Library.

- The Plagiarism tutorial is web-based so it can be updated or revised as needed. It is regularly checked to ensure all links are active and relevant.
- Student performance on the items pertaining to paraphrasing has been consistently low. In summer 2013, these questions were revised to remove ambiguities and make them easier for students to understand. The revised questions have been beta-tested. Data will be collected to determine if the revision helps students better achieve this learning objective.

## Reference Services

### The Reference Desk



The merged University/Public reference desk, located on the second floor, is open 72 hours per week. SJPL provides 39 librarian hours and 38 staff hours, for a total of 77 hours and also serve on the third floor SJPL-only staffed reference desk. SJSU provides 64 librarian hours and 39 staff hours, for a total of 103 hours on the reference desk and does not staff the third

floor desk. Of the 64 hours, 28 hours are provided by the SJSU full-time librarians, for an average of 1.5 hours each per week per full-time SJSU librarian at the reference desk. Additionally, SJSU librarians provide reference via chat for eight hours per week and through QuickAnswers for five hours per week. QuickAnswers is a growing, online knowledge bank accessible 24/7 through the library's website.

Both SJSU and SJPL staff members (full time employees, student assistants, and interns) provide a wide range of support at the second floor reference desk, including: answering the telephone; assisting users with directional and technical questions (involving equipment, resources in the building and navigating the website); reshelving books, alerting colleagues to daily changes at the desk, and referring high level reference questions to the librarians.

At the desk, librarians answer simple strategy and complex reference questions. They conduct thorough reference interviews as outlined by RUSA. Assistance includes helping students understand their research assignments, determining their research interests and pairing this information with their knowledge of the library resources. Librarians also make referrals to their colleagues when questions require complex subject-specific assistance. In the past five

years, librarians have trained library science interns, new staff, and new librarians by modeling reference interviews, and discussing their resource choices. They provide leadership when quick decisions need to be made regarding safety, circulation of reference materials, and unique questions and situations.



**Reference Desk**

## **Other Venues**

Reference services in the library continue to evolve to keep up with changes in how library users access information and seek assistance. Reference and research assistance is provided at numerous service points throughout the library, including the Cultural Heritage Center, Special Collections and in The Mezz. Online access to information is available 24/7 through the library's website. Although in person reference desk statistics have continued to decline (See [Appendix AA – Reference Transactions](#)) over the past five years, assistance for student and faculty research is often obtained by consultation directly with an SJSU subject specialist librarian through other means. For example, consultations take place in person in the librarians' offices and remotely via telephone, email, and virtual reference services such as Skype, Google Hangouts, WebEx and Blackboard Collaborate.

Students also use the research guides developed by the SJSU librarians to access information applicable to their research. These guides were designed to help the user select subject-specific library resources including the most relevant databases, print and eBooks, websites and other electronic resources for a given discipline. They provide on-demand resource referrals and research instruction to students, faculty and life-long learners.

## Support for Faculty

The library provides a number of [services for faculty](#), including assistance with purchasing materials, locating permalinks in databases, embedding materials into Canvas, scanning documents, checking copyrights, providing exhibit space for faculty artwork and sponsoring programs highlighting the faculty's scholarly contributions to the University and beyond. Additionally, since 2006/07, the Library Dean has awarded newly-appointed faculty across campus a stipend of \$1000 each to be spent on ordering library resources to support their research. In 2012/13 and 2013/14, the University Library Board requested an allocation from the Research Foundation to support faculty research. In response, the Provost approved \$100,000 per academic year from the Academic Affairs Division to assist in the acquisition of resources to support faculty research. The Library's Collection Development Team surveyed the faculty for their input on needed research resources. Requests were then ranked based on criteria that had been established by the University Library Board. All colleges submitted requests, with the majority of the requests being granted. In the 2012/13 Academic Year, 30% of the funds went towards the purchase of print books, eBooks and videos and 70% towards journals and databases.

## Library as Place

### Library Hours

As of the beginning of the 2013-2014 academic year, the University Library was open 94 hours per week. SJSU students have access on Sundays from 1pm-Midnight and Monday through Thursday from 8am-1am. During finals the library remains open 24/7 for five nights.

### Safe Learning Environment

The King Library is approximately 475,000 square feet, has nine floors and thirty-six study rooms and serves as a gateway and thoroughfare between downtown San José and the University. In a facility this large and with such a diverse library user population, the library provides a safe learning environment via a comprehensive security program. The University Police Department (UPD) provides security services for the joint library by scheduling Library Security Officers (LSOs) throughout the library. Five LSOs, assigned to the library at all times, are stationed in the library video monitor room, assigned to the exterior doors of the library and required to patrol the public areas of the library. A sworn UPD officer is assigned to the library building as well as a civilian MPP manager/LSO supervisor. The joint management team of the King Library meets quarterly with the UPD to ensure that the security for the highly-used building is sufficient, while at the same time maintaining a welcoming customer service atmosphere in alignment with the philosophy of the joint King Library.



# Repurposing Space

Although the library still appears very new, since 2008 numerous facility renovations have taken place, including the opening of a 4,577 square foot student-only learning and research commons on the mezzanine, a previously under-utilized space located above the SJPL Children's Room. Other space reconfigurations have taken place on the second floor of the library when stacks previously holding print indexes were removed and on the fourth floor when stacks were removed and collections consolidated to the seventh floor of the building. It is anticipated that additional facility renovations will take place in the next five years, as will be discussed further in this document.

## Student Learning and Research Commons

Open to SJSU students since January, 2013, the [SJSU Student Learning and Research Commons](#), known as The Mezz, is an SJSU student-only commons space designed to help foster student achievement through both individual studying and research, and collaborative interaction with fellow students. In addition, it has also been used as a retreat for students who stop in for a break between classes. So far, its functionality has been dictated by the students' usage of the space. Though The Mezz is located on the mid-level Mezzanine, the amount of light allowed into the space by the substantial glass walls gives it a very open feel.



Open area in The Mezz

Containing a total of 42 desks and tables, and 129 chairs, The Mezz also provides the following amenities for students:

- 17 desktop computers with a variety of software installed
- 10 double-sided dry-erase whiteboards
- 3 charging stations for handheld devices
- Accessibility to borrow four-hour and one-week laptops and iPads
- A technology-enabled media center



Technology-enabled media center

One staff person on an hourly rotating basis is assigned to staffing the desk to assist the users in checking-in/out laptops and iPads, answer a variety of questions up to first-level reference questions, and check SJSU IDs. Staffing of The Mezz is a team effort, made up of full-time and student assistant employees.

## Student Computing Services

A major move in the library was the relocation of [Student Computing Services \(SCS\)](#) in fall 2012. This service was moved from the Lower Level to the 4<sup>th</sup> floor, which now gives it more visibility and makes checking out technology more convenient for students. The SCS offers laptops and iPads for check-out to the SJSU community for four-hour and one-week loan periods. These laptops and iPads include software for word processing, spreadsheets, presentations, and statistical analysis, and they can be connected to the SJSU wireless network. In addition, the loan policy has been changed to allow users to take loaned equipment from the premises. After the move to the 4<sup>th</sup> floor, the monthly circulation nearly doubled and now serves nearly 6,000 students on a monthly basis during the academic year. (See [Appendix HH – Student](#)

[Computing Services](#)). The program has 165 PC laptops and 101 iPads for check-out. However, in spring 2014, 72 MacBook Pro's and more laptops were added to the program.



**Student Computing Services Center**

In addition to loaning equipment, the SCS provides direct technical support to students using the library's resources. Because academic research now occurs in a complex web of online resources, many of the most frustrating questions faced by students concern basic technical issues of connecting to and accessing library resources. The SCS answers approximately 50 questions per day about resetting the Library PIN, accessing the SJSU wireless network, accessing the library's licensed databases, and using the library's computer and printing equipment.

### **Student Technology Training Center**

For the last several years, library staff and librarians were increasingly being asked questions regarding the use of technology and software. Stemming from the realization that SJSU students would greatly benefit by developing greater proficiency with and knowledge of commonly-used software packages, a vision for a library technology training center emerged in 2013. The campus did not offer training of this nature and the library stepped up to meet this need. The [Student Technology Training Center](#) was designed and built with student access and convenience in mind and was therefore located adjacent to the Student Computing Services center. In late 2013, a Student Technology Trainer was hired to teach individuals and groups both through walk-in consultations and in pre-scheduled classes. Research and in house observations suggest that students are not always as technologically savvy as might be expected so this Center provides assistance in this area.



# Libraries of the Future

## [The California State University \(CSU\) Libraries of the Future](#)

[\(LOFT\) Initiative](#) is a system-wide initiative to leverage technological advances and transform the CSU's library services in support of student and faculty success and the Graduation Initiative. The initial CSU-wide LOFT task force was convened in 2012 and included CSU Provosts, library deans, and faculty. The task force examined how technology and changing usage patterns open doors to new multi campus opportunities and shared innovative library services for the 21<sup>st</sup> century. The outcome of this examination was published in February 2013 and included a series of recommendations and next steps for each of the CSU libraries. Since that time, the [SJSU library has actively participated](#) in the LOFT Initiative and undertaken the following projects in line with the task force recommendations.



### **Vision-Strategy Document**

The Library Dean, in consultation with the various library and campus stakeholders, wrote a vision-strategy statement that described the current status of library resources and services as well as a detailed vision for future innovations (See [Appendix I – Vision Strategy Statement](#)). The over-arching goal of this vision is to create a state-of-the-art Student Learning and Research Commons environment throughout the library.

### **Print Collection Management Strategies**

Each CSU campus is developing a campus-specific deselection and disposition strategy to remove print books from open stack shelving. During implementation of these plans, campuses will work cooperatively to develop cooperative strategies that provide students and faculty reliable and timely access to the print library resources they need through interlibrary loan services and digital alternatives. To assist with our print collection analysis, CSU has contracted with Sustainable Collection Services (SCS) to provide data preparation and access to the GreenGlass database, SCS's collection analytics tool. The GreenGlass database, which was loaded with our 800,000 print circulating items, provides for the development and iteration of withdrawal criteria, holdings information for all CSU and other peer libraries, and information on available open access digital books. With this tool, the library subject liaisons have begun an informed and consultative evaluation of the library's print collections. Initial analysis in the database shows that 90% of our print collection was published prior to 2003 and 20% of our print collection has never circulated.

Prior to the official LOFT project, during Spring/Summer 2013, the library began collection analysis that led to the withdrawal of materials that were duplicated in print or digital format, or

were outdated and no longer used. The following statistics represent the materials that were deselected from our collections.

### **Volumes Withdrawn:**

Print Duplicates	18,422
State Texts	12,965
Print Indexes	12,291
Print Education	11,736
Curriculum	529
Microfiche	141,464

The withdrawal of these materials has resulted in additional space being repurposed for student learning spaces. Empty book stacks have been removed and additional single and collaborative student study spaces have been added.

### **System-wide Strategies for a Unified Library Management System**

The CSU Office of the Chancellor has begun an analysis of, and planning for, a shared [Unified Library Management System \(ULMS\)](#) to support collaborative collection management and services across the twenty-three CSU libraries. Currently, the SJSU Library shares an integrated library system with San José Public Library. During 2013-14, the SJSU library actively participated in the evaluation of potential shared CSU Unified Library systems by hosting the ULMS vendor demonstrations for Norcal CSU libraries. SJSU library also has three representatives on the CSU-wide working groups that are gathering input and drafting the ULMS RFP document. Throughout this evaluation process the SJSU library is keeping our SJPL colleagues informed and included.

## **Outreach**

The university library outreach activities have significantly expanded in the last five years through campus and community events, tours and orientations given to individual groups and the creation of promotional materials about library collections and services. In the last five years, the university library participated in campus and community activities, such as resource fairs, library tours and orientations. Over the past five years, there were approximately 386 events (including tours, orientations and resource fairs) reaching nearly 15,000 students, faculty and community members (See [Appendix BB – Outreach # of Sessions and Attendees](#)). Formal outreach outlined in this section is in addition to outreach efforts by librarian liaisons who work with SJSU academic departments on information literacy and other faculty and student services.

# Exhibits

The King Library has four exhibit space areas, the [Jennifer & Philip DiNapoli Gallery](#) on the second floor, a fourth floor gallery space where student artwork is frequently displayed and spaces in the Cultural Heritage Center and Special Collections. Exhibit space is in high-demand and is often booked over two years in advance. The SJSU Library Dean and SJPL Director vet all requests from exhibitors and approve those in adherence to the policy outlined in the [Exhibit Proposal Process and Forms](#) document. On average, King Library offers visitors over 20 different exhibits every year.



2nd Floor: Jennifer & Philip DiNapoli Gallery

## Selected exhibits 2008-2013

### 2008

- **Buddhist Document:** 40 pieces of sculptures, paintings, calligraphy and photos representing Buddhism
- **San José Jazz Exhibit:** "Celebrating Jazz - Photographs of an American Art Form"
- **The Person in Front of You:** Photographs from West Africa
- **South Bay Area Women Caucus for Art Inner Landscapes** - Real and imaginary worlds are depicted through portraits, landscapes, still-life and abstract that explore the inner psyche of the individual
- **Water for Elephants** - Drawings done by the SJSU students on the book *Water for Elephants*

## 2009

- **Portuguese Exhibit:** The role that the Portuguese mariners played in opening communication and trade between Europe and many other parts of the world
- **Peregrine Falcon:** Series of San José City Hall Peregrine Falcons photos
- **Japanese Internment to Segregation:** Two significant collections documenting Japanese Internment during World War II
- **The Dust Also Rises:** On the Westward Margins of China and Taiwan
- **Taking Pics Tell R Story:** Photos taken by clients of SJSU's Psychosocial Occupational Therapy Clinic exploring the clients' experiences of living with mental illness

## 2010

- **"Pride and Passion: The African American Baseball Experience"** - The history of baseball and the treatment of black players reflected conditions in American society
- **Industrial Design Exhibit:** Industrial Design projects done by SJSU graduates
- **My Neighbors:** 100 black and white photos of a four block radius of San José's diverse small business community and the proprietors who run them
- **Bob Dawson: Plant Life** - 19 Photographs intended to bring attention to the Waste Water Treatment in Silicon Valley
- **The 2006-2008 Liberty Series:** Original watercolor paintings of the Statue of Liberty as a still life, which are part of an ongoing series

## 2011

- **Dream Rocket Project:** A collection of quilted, painted, stitched, sewn, knitted, & collaged panels submitted from students, teachers and individuals from around the world
- **From Our Land:** Nikkei, people of Japanese ancestries, agricultural success in California that led to: anti-Japanese sentiment
- **Una Storia Segreta:** Photos, artifacts, memorabilia and historical background on the internment and evacuation of Italian Nationals and citizens during WWII in the US
- **Legacy of Quran:** Artwork based on a theme "Legacy of Quran: Message of Peace". Paintings, photos, textiles, woodwork and collages
- **Manimal Kingdom:** explores some of the animals that have been influenced by human activity

## 2012

- **Recollections Art & the Archive of an Iranian-American Journey:** Taraneh Hemami explores themes of displacement, preservation, and representation in personal and collective projects
- **Legalize Gallery:** Photographic Prints of a diverse demographic, supporting same-sex equality

- **Photographs Reveal Macaus Blend of Architectonics:** Photographs revealing Macau's unique Portuguese and Chinese architectures
- **The Art of Remembrance Day of the Dead Altars Exhibition:** Altars in traditional styles of Meso-America, as wells as the ever evolving styles of Mexican urban and Chicano art forms
- **Sacred Tibetan Art -Sand Mandala:** The creation of the Sand Mandala is meant to create a profound experience of Compassion



Sand Mandala

## 2013

- **WWII Brides:** Photos of WWII Brides
- **Stories of a Girl:** 25 photo exhibit to increase awareness and to inspire action to stop human trafficking in conjunction with National Sexual Assault Awareness Month
- **East African Stories of Migration Community and Survival in the Silicon Valley:** Photographs and Cultural Objects (jewelry, pottery, books, traditional cloths and weavings etc.)
- **Picturing our Library:** Watercolors of the Library by SJSU Students
- **Centennial of Department of Art & Art History:** Contributions of Art History and Art Education by the Art Department Faculty



## Programs

King Library has four meeting rooms available for the University and members of the general public to book and use free of charge. According to [Meeting Room policy](#), all programs offered at King Library must be free and open to the public. On the second floor of King Library is the David & Lucile Packard Foundation Meeting Suite. It includes a large meeting room with a room capacity of 200, which can be configured to accommodate large meetings, social gatherings, film viewing and workshops. Directly across from this room, is a smaller meeting room configured in classroom style which seats 60 and is largely used for meetings involving presentations or small panel discussions. Other meetings spaces include the Cultural Heritage Center Program Room on the 5<sup>th</sup> floor and the Shirlee DiNapoli Schiro & Henry A. Schiro Program Room. On a typical day during the academic year it is not uncommon for all the meeting rooms to be booked from opening until closing. From 2008-2013 approximately 7,859 programs were offered in the King Library meeting rooms. Collectively, the four meeting rooms are used approximately 1,500 times per year for all activities including programs, events and meetings.



### Selected programs: 2008-2013

#### 2008/09

- SJSU Center for Literary Arts (offers a series of approximately five “Conversations” with authors every Academic Year)
- Achieving the Next Level in Marquetry
- Joe Illick lecture: “Why Use Art to Study American Presidents?”
- Jazz Concert for World Peace in Celebration of Dr. Martin Luther King, Jr.
- Expanding Democracy: Race, Gender & Politics Video Conference

## **2009/10**

- From Page to Stage: An Evening with Actor & Playwright Kit Wilder 2/18/09
- A Literary Reading by the Association of Iranian American Writers
- Opera San José presents Hansel & Gretel
- Japanese Animation Movie: Rebirth of Buddha

## **2010/11**

- Opera San José presents selections from Faust
- Conflict in Kashmir
- Granta's Best of Young Spanish-Language Novelists: A roundtable with three Latin American writers, moderated by Daniel Alarcón

## **2011/12**

- Doing Oral and Family History: From Henrietta Lacks to Silicon Valley
- Climate Literacy at SJSU: Celebrating Five Years of the Global Climate Change Course
- "Yes, there were Jews in the California Gold Rush"
- Africa: The Moral Test for Mankind
- Human Trafficking: A Global Concern

## **2012/13**

- Bibliotheca's Para La Gente Book Fair
- Growing up in a Frank Lloyd Wright House
- After the Election: Status of U.S.-Iran Relations and Human Rights in Iran

# **California Library Association Snapshot Day**

On October 4, 2010, the University Library and the San José Public Library collaborated to participate in the California Library Association's California Library Snapshot Day. This event was established to bring awareness to the importance that libraries play in the lives of their respective communities. Weeks of advanced planning, and the scheduling of activities and data counts, contributed to making this day a success. On the day of the event, staff, faculty members and student assistants throughout the library were involved in gathering surveys from students, faculty and community members at both entrances to the building, conducting hourly headcounts on all nine floors of the library, taking photos of library users, and gathering videotaped testimonials of user appreciation for the library. [Testimonials](#) included videotaped support of the library from campus faculty and city council members. Nearly 400 surveys were collected from the SJSU community alone. Questions included "Please tell us how the library impacts your life." Typical responses included "HUGELY. It allows me access to materials I wouldn't otherwise be able to get. It lets me do anything I need for class and leisure" and "Greatly! Great

place to study.” As expected, the headcounts revealed that the busiest floor on a typical day is the fourth floor, a location that SJSU students have claimed as their own to socialize and work collaboratively on projects. On Snapshot Day, over 1,900 students were counted on the fourth floor from 9am to midnight, with the highest count being from 2-3pm with 220 students.

## Campus

The library participates in SJSU’s Fall Welcome Day. Ask Me information desks, Spartapalooza, Admitted Spartan Day, Transfer Day and Freshman Orientation. Through these events, library faculty and staff lead tours and orientations, and staff resource fairs, which reach current students, incoming freshman and transfer students, families and faculty. Special orientations are provided for students from iGateway (formally known as Studies in American Language), extended and executive programs, international students, Academic Support Program for Increased Retention in Education (ASPIRE), Educational Opportunity Program (EOP), Athletic Department and the McNair Scholars program.



Fall Welcome Day

The university library showcases SJSU’s research and scholarly work through events such as the University Scholar Series, co-sponsored by the Office of the Provost, university library and Spartan Bookstore. The [Scholar Series](#) presentations have been videotaped and are located on the University Library website. SJSU faculty members speak about their important research to the campus and general public. In collaboration with the Provost’s Office, the library initiated the first SJSU Annual Author Awards in Fall 2012. This event recognizes SJSU’s faculty and staff who have written or edited a book in that year.

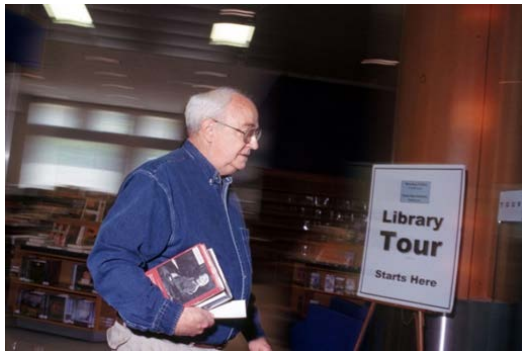


Annual Author Awards 2013



## Community

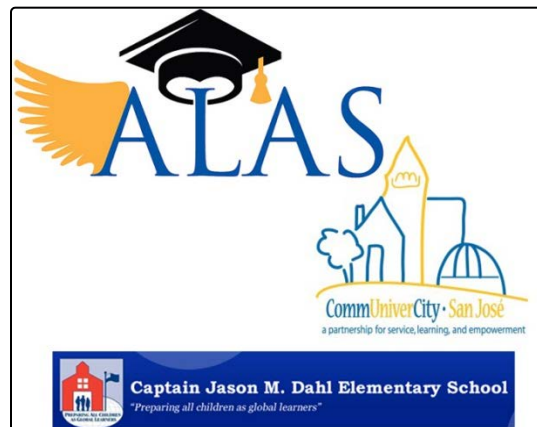
The greater San José community benefits from the King Library's outreach efforts. As mentioned previously, SJSU students have access to the King Library for extended study hours after the library closes to the public at 9pm Monday through Thursday and 7pm on Sundays. The University Library reached out to all of the local community colleges, offering their Associated Students the opportunity to pay \$1000 so that their student body could use King Library's extended hours as SJSU students do. Since the spring of 2011, the Associated Students organizations at San José City College and Evergreen Community College have annually signed Memorandums of Understanding to offer extended hours to their students. The National Hispanic University student body has always had the same access that SJSU students have to King Library.



**Library Tour**

Library tours are given yearly at Classes without Quizzes, a day for SJSU alumni to attend fun activities on campus during Homecoming Week. In addition, University Library employees staff a resource table at the Dia de Portugal event at San José's Kelley Park every year in an effort to promote the Portuguese library collection to the local community. Five "Behind the Scenes" tours have been given over the last five years. This tour takes guests into the working areas of the library to interact informally with library faculty and staff.

In addition, attention is given to focal groups in the San José community that have ties to San José State. For example, outreach efforts have been made to CommUniverCity San José, Advancing Latino/a Achievement & Success Conference (ALAS) and Captain Jason M. Dahl Elementary School. As part of San José State University's efforts to promote Spartan Pride to the campus community, the university library participates in Spartan Pride Thursdays, and decorates the library with SJSU signs and logos in the library. Also, an ongoing highlight for the university and the community are the numerous lectures, events, and exhibits hosted in the King Library.



## Newsletters

The library creates collateral material promoting the library's collection and services. The university library publishes two newsletters. In the past five years, eight issues of *Library News* newsletters were published and mailed to about 1,600 university library donor and friends. Eight issues of *Academic Gateway* newsletters have been created and emailed to the SJSU campus community. Both newsletters promote upcoming events and exhibits, recently licensed electronic library databases, and news about the library's collections and services. These newsletters can be found electronically at [library.sjsu.edu/newsletters](http://library.sjsu.edu/newsletters). Advertisements promoting awareness to library services and collections are published regularly in the *Spartan Daily*, SJSU student newspaper.

## Gaming

In 2011, SJSU established the Learning and Games Consortia, an interdisciplinary team of faculty and a visiting scientist from SRI International, to support and further gaming related courses, research and activities. In support of the campus collaboration on gaming, the library provides office space to the SRI researcher. In spring 2012, the library purchased the Gaming Technologies eBook package to support this new initiative. The Gaming Technologies Collection contains scholarly titles of applied research gaming topics previously uncovered by SJSU's collections, such as intelligent gaming technologies and gaming in education.

Beginning in Fall of 2012, the library began participating in International Games Day at Your Library, an annual event sponsored by the American Library Association with participating libraries on every continent. In the spring semester of 2014, the Game Developers Club, an SJSU student organization, outgrew its meeting space and the library welcomed the group to use The Mezz after hours for their meetings. These weekly meetings normally have 50-70 students in attendance and involve one or more of the students presenting a tutorial of a program or programming language to a subgroup, while other students work alone or in small groups of three to five.



Gaming Day at the library

## Social Media Presence

In 2011, the university library created a “SJSU King Library” profile on multiple social media platforms. Since then, a presence has been maintained through Facebook, Twitter, YouTube, Google+, Vimeo and Pinterest. Currently, Facebook and Twitter are the most popular platforms with close to 700 Facebook “likes” and over 500 Twitter followers. The Social Media Task Force (SMTF) has maintained a strong social media presence by promoting library events and activities.



[Facebook](#) has attained a steady group of followers who are interested in the wide variety of content the Social Media Task Force is sharing. Images and humor are the most popular and consistently receive the most “Likes” and interactions.

[Google+](#) has a small number of dedicated followers but is overall not very popular. The Social Media Task Force has closely monitored the Google+ account over the course of the summer and fall 2013 semester in regard to its success, usefulness, and return on investment rate.

The [Pinterest](#) account will continue to focus on original content rather than re-pins. The short-term goal is to focus on collections that are local, or connected to local events, and also on those collections that connect the past with the present in a timely and relevant manner.

[Twitter](#) is clearly the favorite among social media efforts. Considering that the majority of followers gained are students, it may be assumed that *Twitter's* communication style of short, pertinent messages of 140 characters or less is the students' preferred method of obtaining information about the library and related information.

During the Spring 2013 semester, the team created the SJSU King Library's first presence on [Vimeo Pro](#). This audio-visual social media platform now provides the library with a sophisticated means to reach its intended target audience. Logistically, *Vimeo Pro* allows for videos to simply be replaced with updated versions, rather than having to upload a new video with a new URL every time an update is needed. All existing library tutorials will be uploaded to *Vimeo Pro* once they have been re-created and/or converted to HTML5.

[YouTube's](#) popularity is comparable with Twitter; the oftentimes short but relevant videos posted not only resonate with individuals related to SJSU but with the overall *YouTube* community. *YouTube* is increasingly becoming the “go-to” platform for just about any information, entertainment, and knowledge seeker, making the SJSU Library's content relevant at any time and for anyone. Over the past few months, the SMTF has seen a steep increase in video views.

While *YouTube* presents a number of significant disadvantages both logistically and in respect to target audience, it is nonetheless crucial to maintain and increase the library's presence on this platform.

## Access to Collections: Digital and Print

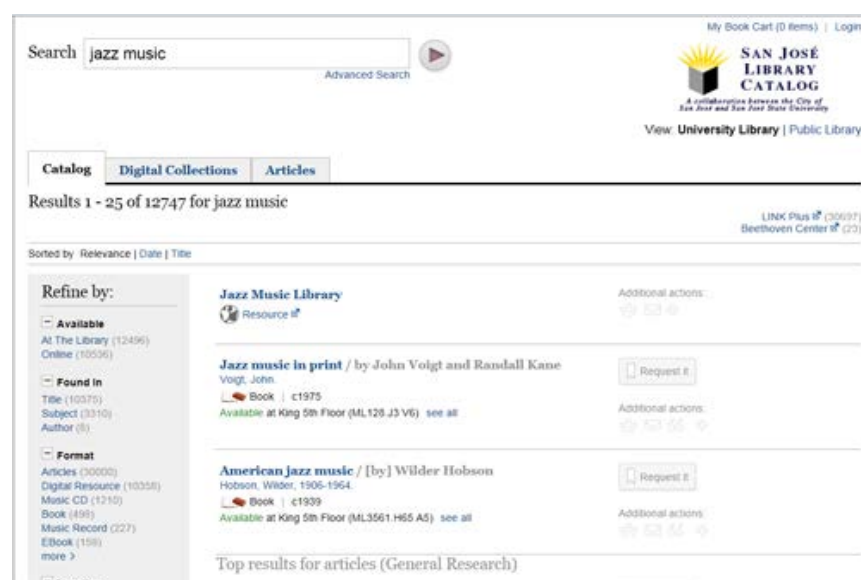
At the King Library, collections are available in both physical and electronic formats. With a myriad of offerings, and multiple access points, information resources are available 24 hours a day, seven days a week, through the [web site](#) and its associated [databases](#).

- **Databases:** approximately 400 electronic databases that can be accessed online, showing 34,725,284 searches in 2012/13 alone; 79 are available in versions optimized for mobile devices.
- **eJournals Titles:** 124,609 electronic periodical/serial subscriptions or within databases
- **eBooks:** with 24 eBook vendors we offer nearly 130,000 electronic book titles, with more added continuously
- **Electronic Government Publications:** 93,728 online government publications available from our catalog, in a wide range of subject areas
- **GetItNow:** rapid (< 8 hours) online delivery of electronic journal articles not currently available in our collection
- **Interlibrary Services:** gives online access to additional journal articles not available through library databases, as well as sending print materials to distance students from King Library or other holding library for materials not in our collection
- **Link+:** consortial borrowing program for students and faculty in California and parts of Nevada
- **King Library Digital Special Collections:** Offers online access to the most historically important and unique photographs, manuscripts and archival collections, and visual arts collections
- **ScholarWorks:** Free online access to the scholarship of SJSU faculty and graduate students; hosts the fully online School of Library and Information Science's *Student Research Journal*

For detailed numbers and statistics for collections, costs, and usage, refer to [Appendix CC – Size of Collections](#) and [Appendix DD – Collection Budget Expenditures](#).

The university library's print collection is funded from the university all funds budget. Except for reference materials, university purchased print collections are shelved in the stacks on levels five through eight. Also, books in the print collection can be circulated to both the university and public communities. Print books are added to the university collection by several methods, including as librarian selections and approval plans. Approval plans are programs that match current book titles to parameters developed by the librarians, and books that match these

parameters are shipped to the library in shelf-ready mode. In the past five years, the library has had a general approval plan that was developed to meet the needs of students enrolled in general education courses at SJSU.



Over the last five years, the number of electronic resources available from King Library has grown rapidly as the library shifts from print to digital resources in response to the needs and expectations of users. User response to this shift is overwhelmingly positive. For example, over 800,000 uses of eBooks and 4,364,299 downloads of electronic full text articles were recorded for the 2012-2013 fiscal year. SJSU is currently one of the highest users of electronic databases among all of the campuses in the CSU system. The library continues to ensure equal access to all materials for online students by allowing hard-copy items to be requested through Interlibrary Services for home delivery to distance students.

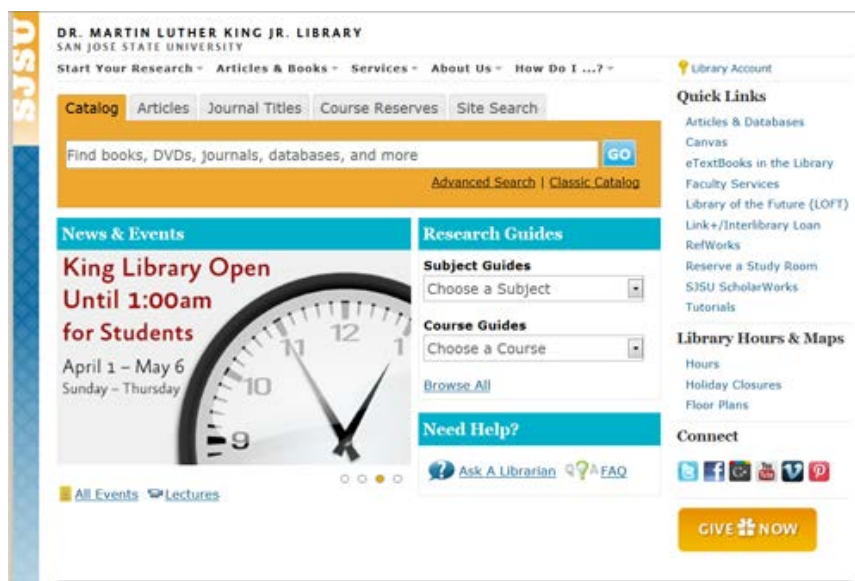
Since 2008, the percentage of the collection's budget allocated to support access to digital collections has grown from 66% in 2008 to 89% in 2013. The cost of the Institutional Repository platform and document delivery services, such as Get It Now, are included in the collections budget to reflect the library's priority on access to collections and not just ownership.

## Website

The King Library [website](#) is the online access point to the library, and has been continually updated and improved over the last five years. In 2009, the site went through a major overhaul with a focus on usability and accessibility. In 2010 the website was brought into compliance with campus requirements, including accessibility as defined by Section 508 of the Rehabilitation Act of 1973. During 2013, the King Library's website was further enhanced through adoption of responsive web design to improve user experience on all devices, such as tablets and



smartphones. The library has a team of developers in place who have significant programming and database skills, and who support the library's database driven web tools.



Website on a computer browser

The King library website provides 24/7 access and is the main portal for all library resources, such as:

- The [Encore](#) and [Classic](#) Catalogs
- 429 [Databases](#)
- Over 230 [Research Guides](#)
- Over 50 [Online Tutorials](#)
- [Canvas](#)
- Reference services such as [chat reference](#), subject specialists, and Quick Answers
- Library services such as [reserving a meeting room](#) or borrowing an iPad or laptop
- Social Media: Twitter, Facebook, Google+, YouTube, Vimeo, and Pinterest

During the 2012-2013 academic year, the website averaged 105,000 visits per month, and website use has increased dramatically over the past three years. In the 2011-2012 academic year, the website averaged 102,000 visits a month, while it averaged only 84,000 visits in the 2010-2011 academic year, the first year for which we have statistics through Google Analytics. The library's use of responsive web design enables the website to "respond" to the size of a viewer's browser window by resizing and reorganizing elements on the page to optimize the viewing experience. Thus, one web page will appear different in a 1920x1200 pixel browser window, a 1024x690 pixel iPad screen, and a 320 x 568 pixel iPhone screen. An added benefit is that it is no longer necessary to have a second homepage specifically for mobile devices.

## Circulation

Circulation provides basic library services such as issuing library cards, checkout and renewal of material, retrieval and checkout of Course Reserve material, Link+ and Document Delivery items, collection of library fines and general resolution of patron inquiries. The library has a self-service model with six self-checkout machines and a self-service hold shelf. Students and public patrons may request material online which can then be retrieved at King Library or any San José Public Library branch hold shelves.

The first floor Welcome Desk serves as a primary service point to answer basic circulation, information and directional questions from both the university community and the public. It also assists students with booking public computers, reserving the extremely popular study rooms and troubleshooting printing problems or questions. Fifteen minute computers are available near the Welcome Desk which allows students to print something quickly before class.

The collaboration between SJSU and SJPL allows public patrons full access to check out the University physical collection. (See [Appendix FF – Circulation of SJSU Materials](#)). With the general use of eBooks skyrocketing, circulation of the print collection has declined for both public and university borrowers. (See [Appendix EE – Circulation: Comparison of Print and eBook](#)). In house circulation has also declined which has impacted stack maintenance workflow and processes. (See [Appendix II – In-House Use of Materials](#)). Access Services is responsible for shelving and maintaining six floors (2nd, 4th-8<sup>th</sup>). The building size and multiple floors add to the complexity of shelving material efficiently. Access Services has investigated using different shelving and sorting methods and has transitioned to handling returned items fewer times and no longer using sorting shelves. The stack maintenance department's summer projects have changed focus from shelf reading the print collection to participating in large scale weeding projects and moving and shifting collections to make more room for student study and learning space.

## Document Delivery Services

If the King Library does not own a particular book, a patron may request it through [Document Delivery Services](#), which consists of Link+ and Interlibrary. Link+ is a service that allows an individual to borrow a book that the library does not own directly from other libraries that are part of the Link+ consortium. With the rise in eBook availability and use, the use of electronic journals and databases and the availability of full-text information on the open web, borrowing requests have dropped. In 2009, there were 13,045 borrowing requests filled, compared to 2013 when there was a total of 6,295 requests. (See [Appendix JJ – Document Delivery \(Borrowing for King Patrons\)](#)).

Interlibrary Services (ILS) facilitates the borrowing of books and full-text journal articles from other libraries. The majority of these requests are for articles, which once filled are uploaded electronically onto the Library's ILLiad website for delivery to the requester. ILS provides service for SJSU online education students and faculty, and in the last fiscal year filled 1,650 requests for articles, books and media made by online education students and faculty.

The King Library is a member of LVIS (Libraries Very Interested in Sharing), which is a group of libraries that agree to lend materials free of charge. (See [Appendix KK – Document Delivery \(Lending to Other Libraries\)](#)). By staying a member of LVIS, the library continues to save close to \$80,000 a year. In addition, the library joined RapidILL in 2012, which is a system of libraries which have agreed to fill requests automatically with each other. This system has allowed university patrons to receive their article requests more quickly and has saved staff time in processing requests, in addition to saving the library over \$10,000 a year in borrowing costs. Requests through ILLiad have gone down in the past couple of years in part because of the library service called “Get it Now.” This service allows patrons to request articles for immediate delivery electronically. This service is possible as a result of an agreement between the CSU and Copyright Clearance Center. There is a cost to the library for each article that is downloaded, but this allows patrons to receive articles without any intermediary assistance from library staff. The CSU Chancellor's Office subsidizes the cost of this service for the campuses. ILS still fills the majority of patron article requests, but “Get it Now” has been a popular addition to Document Delivery Services.

## Affordable Learning Solutions

Another service offered to support students and faculty is [Affordable Learning Solutions](#) (ALS). In 2010, the Chancellor's Office initiated the ALS campaign for all of its 23 campuses. The campaign has two related purposes: to offer faculty greater access to low-cost and free online teaching resources and to lower the cost of classroom materials, especially the high cost of print textbooks for students. At SJSU, the ALS campaign is coordinated by the University Library. The ALS website provides a list of open electronic resources that offer free and low-cost textbook alternatives.



### Support for Faculty

To introduce faculty to the ALS campaign, an [Affordable Learning Solutions Fair](#) was held in April 2012 and presentations were given at New Faculty Orientations, University Library Board meetings, and college curriculum committees. Together with the Center for Faculty Development, librarians worked intensively with individual faculty members in workshops held in March and [June 2012](#). For distance faculty, an [interactive webinar](#) was presented in October



2012. To encourage faculty to replace traditional print textbooks with less expensive options, such as online course packs, the Textbook Alternative Project (TAP) awards them grants. In Spring 2013, \$9,500 in grants was distributed to 11 faculty members, and an estimated 2,975 students will benefit from the resulting cost-saving projects. Two more TAP programs are planned for Fall 2013 and Spring 2014. Also, the library has worked to support other CSU campuses as they roll out the initiative at their universities. At the 2nd Annual Affordable Learning Solutions Workshop at the Chancellor's Office, SJSU librarians gave a [presentation](#) to representatives from 14 CSU campuses on the techniques and strategies used at SJSU for promoting ALS to faculty and students. The library has worked several times with community partner, KQED's instructional designers. Together, they presented faculty workshops on multimedia authoring and digital storytelling. KQED also provided a presentation to librarians on KQED and the PBS Learning Media resources they could share with their academic departments.

### **Support for Students**

In collaboration with the Spartan Bookstore, the library compares required and supplemental course textbooks to the library's existing collection of eBooks. Since Spring 2012, more than 150 textbooks have been available free to students each semester through the library's eBook collection. It is estimated that this service saved students over \$200,000 in textbook costs in the 2012-2013 academic year alone. The list is promoted to students via social media, the *Spartan Daily*, Freshman and Transfer Students Orientation Resource Fairs, and the campus and library websites. To better serve student needs, the library conducted a survey in Fall 2012 to assess student and faculty perceptions of using open educational resources in the classroom and used the resulting information to guide ALS outreach efforts.

## **Periodicals**

Library Periodicals provides direct assistance to SJSU library users and the general public by answering directional and technical questions. Also, Periodicals includes assistance and shelf maintenance for academic journals, popular magazines, newspapers, government publications, microforms, juvenile materials, and historical textbooks. In addition, staff at the Lower Level Periodicals Service Desk provides assistance with the new touchscreen scanner with access to Google drive. In 2011, ten additional public computers were moved to the floor bringing the total number of computers to 23. To better assist patrons in using digital resources, a consultation research computer was added to the Periodicals Desk in February 2013.

## **Course Reserves**

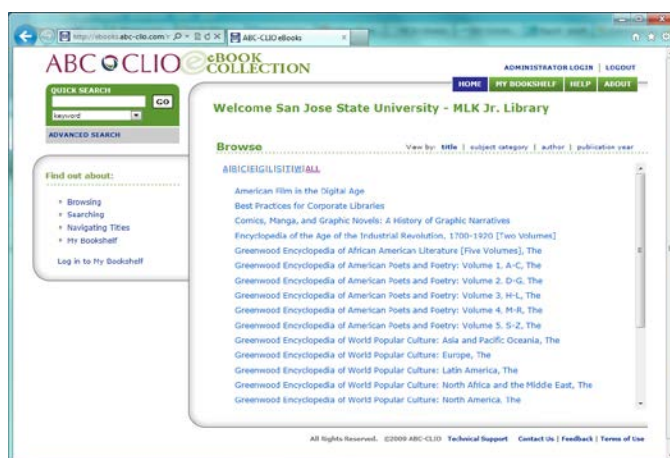
[Course Reserves](#) services are provided both at a physical service desk and electronically through Canvas course pages. Physical materials owned by the University Library are available at the

Reserves Desk and eReserves are available electronically. Professor-owned materials are also placed on reserves and available to students for check-out. Over the past five years, physical material check-out has increased gradually, reaching a maximum of nearly 13,000 check-outs in the 2011-12 academic year. (See [Appendix GG – Course Reserves](#)).

In 2008, eReserves were stored on a library server. Between 2008-2012, eReserves on average received nearly 40,000 hits each academic year. Since fall 2013, eReserves have been delivered through the SJSU LMS, Canvas. Statistics for use of electronic reserves since they have been integrated into Canvas are not yet available. Having eReserves in the LMS further integrates library services into SJSU's chosen online learning space, while lowering access barriers for all our students. The change follows national trends in online delivery of library services within LMSs, providing content seamlessly where and when the students learn, while maintaining the best copyright compliance according to our contracts and licenses by putting course reserves behind the password protected, time-locked LMS course.

## eBooks

As the market for popular eBooks has grown steadily over the past five years, availability and use of scholarly eBooks across subject areas and disciplines in academic libraries has also increased. With a multitude of platforms and licensing options available for academic eBooks, the library seeks the most accessible formats and terms of use in order to provide students and faculty with successful reading experiences. The University Library's collection of over 130,000 ebooks receives very high use as evidenced by annual usage analyses and is also instrumental in supporting the University's efforts to decrease the cost of textbooks for students. SJSU Library eBook collections are licensed and available to students and faculty via sign on with the SJSU Tower ID number. The San José Public Library's eBook collections are accessible separately from the SJSU Library eBook collections.



Working with a variety of eBook publishers, vendors and aggregators, the library's Technical Services staff members have developed highly efficient ordering and record handling workflows, creating and employing automation technologies whenever possible. With the continued increase in eBook popularity, the library investigated and implemented a demand-driven (DDA) eBook acquisition program in early 2011, and later the library participated in several CSU-wide eBook DDA pilots. This model allows users access to a much greater pool of titles, while costs are limited to those items actually used. Consequently, the program has been very successful and remains active today. The University Library continues to be a leader in eBook management, which has resulted in Technical Services staff members being invited to give presentations about eBooks and electronic resource management throughout California and at national library conferences.

The Library's eBook collection is available through a variety of vendors. To help users understand which devices work with the various vendor's eBooks, a [webpage](#) was created listing hardware and software requirements.

## eJournals and Databases

Databases are an important part of the San José State University library's efforts to assist students and faculty in their research efforts. Of note is the fact that many of the databases have full text content that is easily viewed, saved and downloaded. In addition, some of the databases include streaming audio and/or video, such as *Opera in Video*, which give students an opportunity to experience world-class performances. Liaison librarians work with faculty in their specific disciplines to identify databases relevant to their courses, student assignments and faculty research. These requests for databases are then reviewed by the library's Collection Development Coordinator for cost and accessibility, and the library has been diligent in providing equitable database coverage for the disciplines.

On an ongoing basis, library staff work with a variety of consortia and vendors including the CSU's System wide Digital Library Content office (SDLC,) and the Statewide California Electronic Library Consortium (SCELC,) to acquire, license and maintain electronic resources in the most cost efficient manner possible. Besides providing each CSU campus with negotiated costs for databases and easy invoicing, the CSU consortium has developed an electronic core collection (ECC) (See [Appendix MM – Electronic Core Collection](#)) that meet the general needs of all the CSU campuses. There are now 25 databases that are part of the ECC and support major disciplines that are taught on most campuses of the CSU. An example of this is the database, *America: History and Life*. Since History is taught at all of the CSU campuses, it is more cost-effective to have the database negotiated and paid for by the CSU Chancellor's Office.

SJSU Technical Services staff has developed processes to verify link validity and coverage data for e-journals and eBooks, ensuring that users have the most up-to-date holdings data and

dependable access to those resources. Additionally, a team is charged with the task of maintaining SJSU's presence in the SFX knowledgebase, which is the foundation of our link resolver and plays a vital role in e-resource discovery and access.

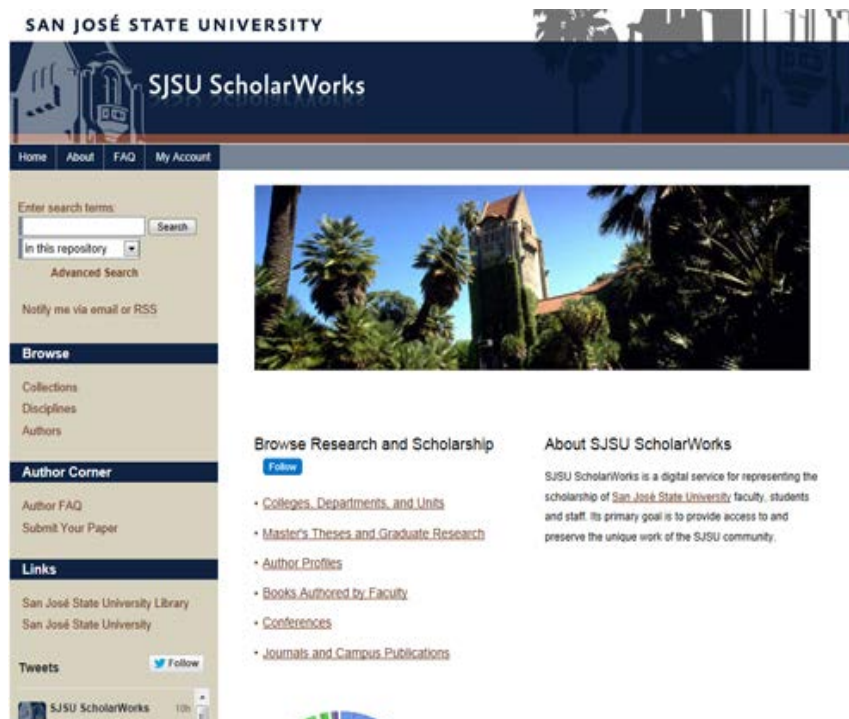
This year, the Library has begun to analyze spending on library electronic resources by College to better inform collection development decisions. Expenditures for databases supporting Science and Engineering were the most costly, whereas eBook expenditures were the highest in support of the College of Social Science. (See [Appendix NN – Cost History for Journal Titles in Academic Search Premier](#)).

The spreadsheet in [Appendix PP – eBook & eJournal Titles by College – 2012-2013](#) was developed to show how the library's electronic databases support the individual colleges. Many databases are multi-disciplinary in scope. For example, *Academic Search Premier* has indexing for journals in the humanities, social sciences, sciences, etc., so this database is entered for all disciplines to demonstrate the broad nature of this resource. The data in the spreadsheet reflects the usage in 2012-2013 (See [Appendix LL – Electronic Resource Usage](#)). See [Appendix QQ – Database Cost Per Use by College – 2012-2013](#) for the database name, the college that is supported by the database, the initial cost, cost per download and per search, and usage statistics.

## **Institutional Repository**

In 2008, the SJSU Academic Senate created a task force to investigate open access in faculty and student publications. This task force presented recommendations to the Senate in a report published in March 2010. The following month, the Senate adopted a resolution to support open access on the SJSU campus ([SS-S10-2, Sense of the Senate Resolution, Support for Open Access to Scholarly Work and Research](#)). This resolution became the impetus for the library to create the [SJSU Institutional Repository \(IR\), ScholarWorks](#) in 2010, which archives open access digital copies of faculty publications, student papers and theses, conference proceedings, administrative documents, newsletters and reports, and offers a built-in platform for publishing double-blind refereed journals produced by campus departments and scholarly organizations affiliated with SJSU faculty. At the end of the 2012/13 academic year nearly 6,000 documents in the repository were downloaded over 700,000 times (See [Appendix RR – Institutional Repository](#)).

The library collects and preserves scholarly works created by members of SJSU, and enables discovery and access to those publications. Ultimately, this activity has become a high priority library initiative and has a dedicated staff member to oversee the maintenance of the ScholarWorks database to create a critical mass of content, including faculty profiles and full text documents.

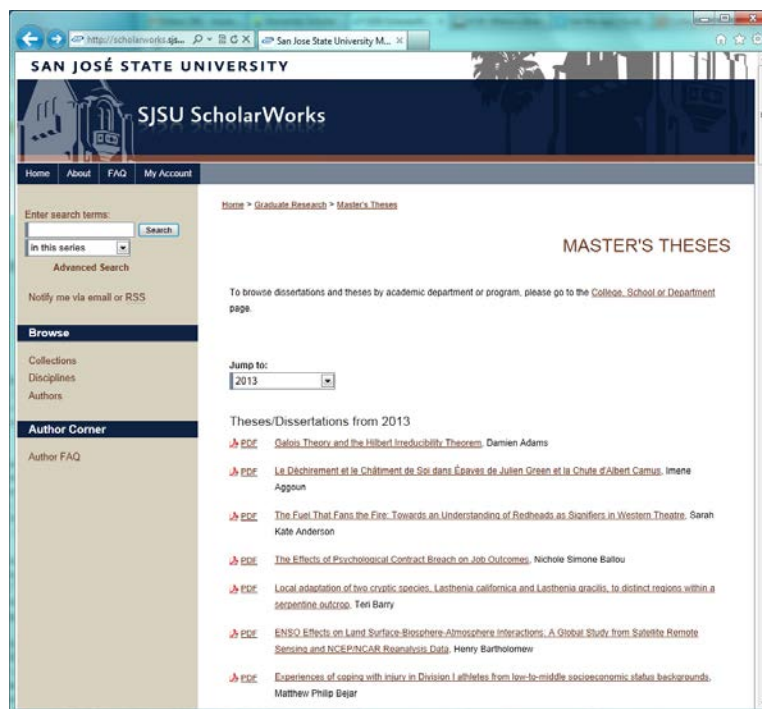


Several events have been conducted to raise awareness among librarians, staff, administrators, and campus faculty members on scholarly communications issues. The first, the [\*Open Access and Digital Repository Forum\*](#), took place in May 2011. This event was videotaped and is available on the University Library's website. It was co-sponsored by bepress, the IR software provider and speakers were invited to give talks on relevant topics, such as using the IR as a journal and book publishing platform, author agreements, and outreach. The second event, the *Open Access Un/Conference*, took place in October 2013. Planning began for this event in spring 2013. This conference was a unique combination of formal refereed conference presentations and informal unconference discussion sessions, all of which deal with emerging issues in open access, such as open education, MOOCs, assessment and scalability, and open access publishing. The program and proceedings of both events are archived in the repository.

## IR Collections

SJSU ScholarWorks receives all Master's Theses from the Office of Graduate Studies and Research (GS&R). Full text files and the corresponding metadata are sent to the library's Technical Services staff each semester and uploaded into the IR, with metadata and a link to the IR included in a record in the library's catalog. By summer 2013, there were 4,313 theses in the repository. Master's Projects are also a growing collection in the IR. Unlike theses, these have a decentralized submission process that requires recruitment of individual departments and students. Collection of projects began in fall 2009, and thus far come from the departments of Computer Science, Public Administration, Economics, and Urban Planning. Additionally,

projects will soon begin coming in from Mathematics, Aerospace and Mechanical Engineering, and Anthropology. By summer 2013, there were 326 Masters Projects in the repository.



There are three other main collections in the repository:

### Faculty Publications

- Faculty send their curriculum vitae (CV) to the repository staff and each publication's copyright status is checked to ascertain if the publisher allows a version of the publication to be included in an open access repository. These are also included in individual author profiles for each faculty member.
- By Summer 2013, the IR staff had received 227 faculty CVs.

### Campus Publications (journals, reports, newspapers and newsletters)

- *Spartan Daily*, the official student newspaper of SJSU
- *Contemporary Tax Journal*, a refereed journal from the Accounting & Finance dept.
- *Current Controversies*, a student journal from the Political Science department
- *Spartan Salute*, a newsletter of SJSU's Burdick Military History Project, Veterans Advisory Committee, and Veteran Students Organization
- *Xicana/o Graduate Council Newsletter*, published by the graduate students of the Mexican American Studies department
- *Together*, the newsletter of the College of Social Sciences; *Communicator*, the newsletter for the Kinesiology department
- *Emeritus Newsletter*; *Digital Spartan*, a newsletter which serves as an outreach and promotion tool for SJSU ScholarWorks



- *Innovate Magazine*, which includes the School of Library and Information Science's (SLIS) annual reports
- *SLIS Student Research Journal*, a refereed student journal from SLIS
- *Noticias de NACCS*, the official newsletter of National Association for Chicana and Chicano Studies
- *Geist*, a now-defunct refereed student journal from the Philosophy department
- *Forensic Science Forum*, a Justice Studies Department newsletter
- *Advance-News from the San José State University Record Clearance Project*, a Justice Studies Department newsletter
- *Academic Gateway*, a University Library newsletter targeting the University Community
- *Library News*, a University Library newsletter targeting University Library donors

### **Conference Proceedings**

- *Open Access and Digital Repository Forum*
- *Open Access Un/Conference*
- *iResearch: Department of Communication Studies Invitational Scholar Slam*, a conference for undergraduates enrolled in upper division Communication Studies Inquiry courses
- *National Association for Chicana and Chicano Studies Annual Conference* proceedings

## **Government Publications**

The King Library is one of over 1,200 libraries in the United States designated as a member of the Federal Depository Library Program (FDLP). The University Library joined the depository program in 1962 and serves California's 16th U.S. Congressional District, as well as the SJSU academic community. In addition, the library is a full depository of California state publications. As a member of the FDLP, the university library is dedicated to the core beliefs of the program to maintain the citizens' right to know and understand government laws and programs by providing free public access to current and historical government information. To that end, the university library provides access to thousands of print, microform and electronic government publications. Since 2005, the library has been tracking the access of electronic federal government publications and has found a continual growth in use, especially during the fall and spring semesters. Refer to [Appendix SS – eGovPubs](#) for detailed usage statistics.



**The original Government Documents section, 1967**

## **Special Collections and Cultural Heritage Center**

The Dr. Martin Luther King, Jr. Library Special Collections provides a rich array of unique primary and secondary materials to the campus and broader community. The collection units include the SJSU Special Collections & Archives, the Sourisseau Academy, the Ira F. Brilliant Center for Beethoven Studies, the Martha Heasley Cox Center for Steinbeck Studies and the California Room (San José Public Library History Room). Each unit maintains public service centers and vaults. The special collection units share common areas for processing collections, meetings, and programs with nearly 19,000 square feet of space that includes a stable, secure, climate controlled environment for the long-term preservation of these rich resources, as well as providing an elegant lobby and exhibit space for joint and individual outreach activities. Other print resources on this floor include the Africana, Asian American, Chicano, Portuguese, Jewish Studies, Punjabi Studies and Mark Trent Goldberg collections. Click on the following link for more information on each of the King Library's [Special Collections](#).

### **SJSU Special Collections & Archives**

The mission of the SJSU Special Collections & Archives is to acquire, preserve, arrange, describe, and make accessible its rich holdings of secondary and primary materials that support the diverse teaching and research needs of undergraduates, graduates, faculty, staff, and the community. These collections document local, regional, and California history, with a specific focus on history, politics, literature, and art. In addition, the department is responsible for documenting the history of the university, and has a large collection of university and faculty



publications, administrative records, photographs, and ephemera. Click on the following link to view the [Digital Collections at SJSU](#).

## Collections

The archival collections date from 1862 to the present, and consist of approximately 3,323 linear feet of manuscripts, 1,000 linear feet of university records, 60 linear feet of flat folio materials, and 175 linear feet of photographs. The collections include congressional papers, local political papers, organizational records, personal and family papers from SJSU faculty and alumni, and community history collections. The collections provide researchers with a full range of primary sources, with limitless possibilities for research on topics that include the westward movement, immigration, agriculture, politics, technology, urban life and social reform, the civil rights movement, anti-war protests, and the development of higher education in California and the West.

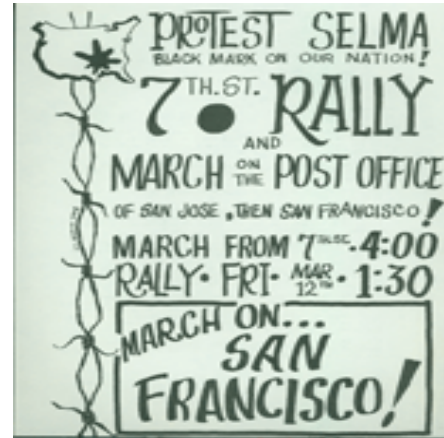


Photo of YWCA women, c. 1900

Of note are the political papers of Don Edwards, Norman Mineta, Alfred Alquist, Janet Gray Hayes, and other prominent local politicians. Organizational records include those from the YWCA, the League of Women Voters, the Chinese American Women's Club, and two significant collections documenting Japanese Internment. The photographic collections document local and university history from the 1890s to present, and include the collections of well-known local photographers John C. Gordon (1890-1950) and Ted Sahl (1976-2007). The folio materials consist of posters documenting World War I and II, Chicano art posters, and architectural drawings of the university and of SJSU alumni and Bay Area architect, Robert German. In addition, Special Collections has a sizable secondary and rare book collection, consisting of 36,971 volumes (24,237 books, 419 music scores, 11,981 theses, and 334 journals) and 4,904 folio volumes.

## Selected Accomplishments 2009-present

- Digitized and published over 4,500 images on our Digital Library platform, which represents images from 19 collections, with 14,564 site visits from 2012-2013.

- Accepted several significant donations of rare books including Spanish language rare volumes documenting early California, a collection of D.H. Lawrence, Western American Collection, and the Isabel Allende Collection.
- Curated several exhibits in the reading room, exhibit hall, and elevator cases. Examples include: *A View of the California Missions through Art and Literature*; and *Zamorano Club 80 Retrospective: Capturing the Early History of California through Bibliography, Fine Press Printing, and Literature*
- Conducted oral history interviews of Norman Mineta, Dianne McKenna, and Rod Diridon, which are part of the Santa Clara County Politicians Oral History Project, 2012-present.

### **Current and Ongoing Activities**

- Acquired additional personal papers from Janet Gray Hayes; Dr. Carl Duncan and Patricia Whiting Collection, various organizational records, university collections
- Began the process of negotiating the deposit of Norman Mineta's records documenting his service as Secretary of Transportation under Clinton and Bush, which will include selective digitization in collaboration with Mineta Transportation Institute
- Digitized the South Asian Collection; John C. Gordon Negative Collection; Ted Sahl Social Movement Collection; Spartan Daily Negative Collection; President Robert Clark Records; Civil Rights Collection
- Appraised folio collection and art collections, cataloged as needed, and developed new resource guides to increase usage of the book collection and print collections
- Continued outreach efforts to increase usage of the digital library through Facebook and Pinterest, and explored new social media sources as they have emerged

## **The Ira F. Brilliant Center for Beethoven Studies**

The Ira F. Brilliant Center for Beethoven Studies, founded in 1983, is the only museum and library for Beethoven research, performance, and education located outside of Germany. An organized research unit under the College of Humanities & the Arts, the [Beethoven Center](#) also serves as a special collection located on the fifth floor of the King Library. Since 2008, the Beethoven Center has continued to develop and improve access to its collection and expand exhibits and other educational programs for students and the community.

The collection has grown to nearly 5,000 books, over 4,000 first and early editions of Beethoven's works, and more than 20,000 other items, including manuscripts, art prints and

objects, sound recordings, ephemera, musical instruments, and realia. The number of visitors to the Center averages 5,340 annually, including drop-in visitors, tours, classes, and events. Major exhibits curated by the Beethoven Center in the King Library included *Schulz's Beethoven*, *Schroeder's Muse*, a collaboration with the Charles M. Schulz Museum in Santa Rosa (May-August 2009); *25 Treasures for 25 Years*, celebrating the 25<sup>th</sup> Anniversary of the Beethoven Center (September-December 2010); *America's Beethoven* (October-December 2011); and *Beethoven's Vienna* (January-May, 2013). In conjunction with these major exhibits, the Beethoven Center also served as host for the "New Beethoven Research" conference in November 2011 and the local arrangements reception for 400 attendees of the Music Library Association conference in March 2013.



Beethoven Center display

Annual public programs included the [Young Pianist's Beethoven Competition](#) held every spring, the Beethoven Birthday Bash and Open House in December, and two programs as part of the First Wednesdays lecture series organized by the King Library Special Collections. Ongoing projects at the Center include publication of [The Beethoven](#)

[Journal](#) and development of [The Beethoven Gateway](#),

which provides online access to the Center's collection. Now in its twenty-eighth year, *The Beethoven Journal* has been available full-text online since 2009. The Beethoven Gateway indexes more than 24,000 books, articles, scores, and art materials.

## The Martha Heasley Cox Center for Steinbeck Studies

The Martha Heasley Cox Center for Steinbeck Studies was founded in 1971 by the SJSU Professor Emerita after whom it is named. The Center offers a rich collection of American, British, and foreign-language Steinbeck editions, manuscripts, and memorabilia for study. Its mission is to promote awareness of John Steinbeck's life and work through publications such as its [websites for the Center](#) and its innovative [Steinbeck in the Schools](#) program. The Center publishes a journal, *Steinbeck Review*. In addition, the Center sponsors conferences, the most recent of which, "[Steinbeck and the Politics of Crisis: Ethics, Society, and Ecology](#)," was held on the SJSU campus in May 2013.



Other programs include public readings, film showings, and book launches (like that for former Director Susan Shillinglaw's biography of John and Carol Steinbeck). The Center sponsors



lectures and activities in secondary schools, as well as the [Louis Owens Essay Prize](#) (for the best essay on Steinbeck by a graduate or undergraduate) and the John Steinbeck (“In the Souls of the People”) Award. In addition, the Center sponsors the [Steinbeck Fellows Program](#) for creative writers or researchers at the beginning of promising careers. Recently, Steinbeck Fellows have published numerous works of fiction and nonfiction with imprints such as Knopf, Persea, and HarperCollins. The Center employs student assistants and offers lectures and introductory tours on demand to teachers and their classes. Visiting scholars also come annually from Japan, Korea, and Europe, as well as from American institutions of higher education. Each year over 100 groups and 1,000 individual student and scholarly researchers visit the Center. Recent scholars in residence have come from Japan, China, and Azerbaijan.

The Center’s journal, [Steinbeck Review](#), is published by Penn State University Press. It appears twice a year, and is the only English-language journal devoted to the author’s life and works. The prestigious [Steinbeck Award](#) was given most recently to John Mellencamp and Rachel Maddow. Other recipients include Bruce Springsteen, John Sayles, Arthur Miller, Jackson Browne, Studs Terkel, Joan Baez, Sean Penn, Garrison Keillor, Michael Moore, Dolores Huerta. On December 6, 2013, Film maker Ken Burns will become the next recipient. The Center collaborates frequently with the [National Steinbeck Center](#) to sponsor this and other activities.

The Center produces an on-line bibliography of secondary materials based on research begun by Martha Cox and completed by former Steinbeck Fellow Greta Manville. This [annotated bibliography of over 7,000 items](#) is unique in the field of American Literature. The Center also possesses a rich array of Steinbeck artifacts, including his portable typewriter (inscribed by him as “The Beast Within”) and numerous rare or unique paintings, such as portraits of two of his three wives, and of the author himself.



## The California Room

The [California Room](#) collects California history materials with a special emphasis on the history of San José and Santa Clara County. The collection consists of materials that document a variety of subjects related to the history of California, and has resources related to the Gold Rush, overland journeys to California, and the California missions. The collection of maps, aerial photographs, local news clippings, and directories provide important resources for those interested in documenting family, house and neighborhood histories in the area. The archival



collections similarly document local history and include the research files of San José Historian Clyde Arbuckle. The California Room provides additional secondary and primary sources that support student learning at SJSU.

## Cultural Heritage Center

The [Cultural Heritage Center](#) (CHC) is a cornerstone of diversity for SJSU and serves as a bridge to the University campus. Since 2003, the collections have supported four areas of study: the Africana Collection; the Asian American Collection; the Chicano Collection; and Ethnic Studies. Each CHC collection is supported by library acquisition funds as a special collection, and only the University of California at Berkeley has a collection comparable in the Northern California area. The Center hosts a collection of more than 13,000 books, and the materials are in high demand. A dedicated Advisory Board, composed of members from the university, San José Public Library and the San José area communities meets monthly with the CHC Director to discuss and plan Center activities. Programming includes a variety of exhibits, primarily cultural, reflecting the housed collections and the U.S. race/ethnic experience, as well as presentations/talks by authors, film makers, artists, and community members.

A variety of campus and community organizations have collaborated on programming. These include MOSAIC, History San José, the National Association for Chicana and Chicano Studies, National Hispanic University, Evergreen Valley College, DeAnza College, the African American Faculty and Staff Association, the Chicano/Latino Faculty and Staff Association, the Asian Pacific Islander Caucus, the San José Multicultural Artists Guild, Jaliya, Chinese Historical and Cultural Preservation Society, Cesar Chavez Community Action Center, Women's Resource Center, LGBT Resource Center and several SJSU academic departments.



Day of the Dead painting

### Selected Exhibits by Year:

#### 2008-2009

- Latino Stories of World War II. Film. Director Mario Barrera.
- Ka-Toon-Ayan: The Truth about the U.S.-Philippine War Through Cartoons. Exhibit. Author talk, Abe Ignacio, co-sponsored by Filipino student organization Akbayan.
- 44 Years to the 44<sup>th</sup> President: Connecting our Past to American's Historic Future. SJSU student photo exhibit of travel through the Civil Rights South to the inauguration.
- *Plantation Life on Old River and Beyond*. Author presentation. Henry Gage, Jr. Cosponsors Sourisseau Academy and SJSU Special Collections.

**2009-2010**

- Catherine Ramirez, *The Woman in the Zoot Suit*. Author talk. (cohosted with Special Collections)
- Day of the Dead Altars – Sponsored by SJMAGS.
- Tomboy: a short film by Karleen Pendleton Jimenez. LGBT Resources Center. Cosponsored by LGBT Resources Center and Women's Resources Center, Mexican American Studies, and CLFSA.
- Realizing the Dream: An Exhibit of Photographs and Memorabilia Celebrating the Inauguration of President Barack H. Obama.

**2010-2011**

- Mexico en mi Consciencia: Tierra, Gente, y Espiritu. Exhibit by Gustavo Villarreal.
- Day of the Dead Altars – 2<sup>nd</sup> floor. Sponsored by SJMAGS.
- Sun Yat-sen: Exhibit, Performance, Documentary, and talk by Connie Young Yu.
- Japanese American Internment Camp. Exhibit.

**2011-2012**

- The Price of Liberty: Artifacts of African-American Military Service from the Collection of Anthony Revolution.
- Revisited: People's Revolution. Photo exhibit by Kim Komenich.
- Pioneering the Valley: The Chinese American legacy in Santa Clara Valley. Exhibit.
- Valor with Honor. Japanese American 442nd Regimental Combat Team. Documentary and Director talk. Hosted.
- The Lives and Contributions of Pioneering Korean Americans
- Traditional Filipino cultural dance by members of Akbayan, the Pilipino-American Organization at SJSU

**2012-2013**

- The Courage to Remember: the Holocaust 1933-1945. Exhibit.
- Undocumented Threads: an exhibit by Consuelo Jimenez Underwood. Artist presentation/talk included.
- Remembering 1882: fighting for civil rights in the shadow of the Chinese Exclusion Act. Exhibit.
- From the Vietnam War to the Refugee Boat People. Exhibit.

**2013-2014**

- A Chicano Photographer: Jesus Manuel Mena Garza. Photo exhibit and talk.
- Day of the Dead Altars – 5<sup>th</sup> floor

# Part III. Future Directions, Recommendations, Responses

## Response to 2008/2009 Recommendations

### **External Reviewers' recommendations from 2008/2009 Five-Year Library Review**

- 1. Evaluate current communication processes in the organization to ascertain whether information and interpretation is flowing successfully between all organization units and what adjustments, if any, might offer improvement.**

The SJSU library organization continues to be in a state of constant change since before the opening of the SJSU and City of San José joint library in 2003. Specifically, over the past five years, the university library organization has had changes in leadership including the departure of an Associate Dean, an interim assignment for that position, the retirement of several senior librarians, changes in librarian team leads, as well as the creation of new positions to support the changing needs of the organization. Senior administration of the University including the President and all the Vice-Presidents has also changed. In 2010, the library experienced layoffs resulting in the loss of ten staff positions (three were vacant at the time). These changes to the group dynamic followed previous disruptions during the first five years of the joint library operation. Plans for improvement of communication within the organization have been implemented within this context. The following premises undergird the communication philosophy within the library organization:

- All University library faculty and staff opinions on operational decisions and strategic directions are welcomed and valid. Input from library staff members is sought and is considered when managerial decisions are made. In some instances, individuals agree to disagree.
- Repeated messaging and frequent conversations are the norm. It is everyone's responsibility to share information and to seek out information regarding an issue if they feel that they are uninformed. Multiple formats (email, face-to-face, telephone, shared documents, meetings, social activities, blogs, intranet, etc.) are used.
- Consistency in message is important and is practiced.
- University library faculty, staff and management place student success and support of learning, teaching and research as a top priority.
- Collegiality, civility, professionalism and team effort are expected of everyone.



- It is important to socialize, have fun and get to know the people one works with so that the work environment is pleasant and fulfilling.
- The collaboration between the SJSU Library and the San José Public Library is an ongoing and top priority for both organizations.
- Listening is valued over talking. Good communication skills are practiced and expected of all managers, faculty and staff.
- Dissemination of information gleaned from group meetings to others in one's unit is expected of everyone.

Over the past five years the following activities in support of open communication and transparency have taken place:

- The Dean, Associate Dean for User Services, and the Faculty Coordinator of Teams have each met individually with all library faculty to solicit input on major issues within the library including strategic directions, effectiveness of the liaison team structure and other matters.
- The Dean visits the staff departmental meetings periodically to discuss timely issues with staff and to solicit suggestions for programmatic and strategic direction.
- All-Staff meetings are scheduled twice a semester with focused conversations on issues such as student success, strategic planning, the five-year review, fundraising and development, budget, and other topics as requested.
- An inclusive strategic planning effort to create the University Library Strategic Plan 2012-2017 was conducted. The Library Plan is included in the five-year review.

**2. Analyze the team structure currently in use by seeking extensive feedback across all perspectives to identify the concerns about excessive redundancy, weak communication and unclear authority.**

At the time of the 2008 five-year review, the faculty librarians were organized into discipline-based teams to provide liaison services to the teaching faculty in the academic departments. There was a Social Science Team, a Humanities Team and a Sciences Team. Library faculty expressed their dissatisfaction with the structure and wanted to develop a more effective model for the liaison librarians to work together in serving the needs of faculty and students in the academic departments.

In Fall 2009, the University Library Dean charged a task force comprised of seven faculty librarians to study and recommend a collaborative structure that met the teaching and learning needs of SJSU faculty and students. The task force presented their deliberations and recommendations (See [Appendix TT – Library Faculty Organizational Model Task Force](#)) to the Dean in the spring 2010 semester. A new team structure based on function (Reference & Research Assistance, Information Literacy and Collection Development) was implemented for the start of the fall 2010 semester (See [Appendix UU – Liaison Librarians: Functional Team Structure](#)). Minor modifications to the faculty recommendations were made and a fourth functional team for Open Access was added to the task force recommendations. The

Open Access team has since become inactive, as individual librarians have been assigned to the Institutional Repository. In August 2011, information on the team coordinators and team structure was disseminated to all faculty (See [Appendix VV – Liaison Librarian Team Coordinators and Team Structure Memo to Faculty 2011](#)).

- 3. If indicators continue to point to declining funding at a macro level, consider initiating an internal “futures think tank” for determining strategic directions by using scenario planning or other appropriate methods for identifying service and program priorities.**

Upon his appointment in 2011, President Qayoumi initiated a campus-wide strategic planning process and identified five over-arching goals for the university: Unbounded Learning; Twenty-first Century Learning Spaces; Agility through Technology; Helping and Caring; and Spartan Pride. In 2012, the University Library organization reviewed the University Library Strategic Plan of 2010 and created the 2012-2017 Library Plan, tying all of the library’s strategic directions to the campus overarching goals and created timelines for specific activities that support those directives. All staff and library faculty participated in the development of this plan. It is posted on the university library intranet and is included in this self-study.

- 4. To anticipate changing conditions and/or leadership turnover, ensure that joint library operating agreements are in place, in particular, related to IT management. Consider developing renewable MOUs (memoranda of understanding) and SLAs (service level agreements) with desired objectives and assignment of responsibilities clearly spelled out, and with a mechanism for review and revision that is responsive to dynamic conditions.**

The joint library has an [operating agreement](#) that has been amended twice ([First Amendment](#) and [Second Amendment](#)). It spells out the expectations and obligations of the parties. The management of the Information Technology (IT) operations of the joint library is a functional area that has required intensive administrative attention since the opening of the library. The IT department is jointly managed by the San José State University library and the San José Public library. The library IT network is semi-autonomous from both the University and the City IT operations. The library operates and oversees its own network and data center under the direction of joint IT managers. At the time of the 2008 five-year review, the daily operation of the joint IT department was troubled by on-going organizational political discord including disagreement between the co-managers on strategic direction.

In an attempt to respond to this recommendation, the then SJSU CIO initiated discussions with the CIO of the City of San José regarding the most cost efficient manner in which to provide technology support for the joint library. Unfortunately, the individuals in both of those positions left their respective organizations and it was some time before the university

had another CIO in place. Administrative changes have been made in virtually all of the top levels of the university, and there has been a change in leadership at the helm of the public library organization. Because of these changes, the process of creating a new model for the administration of library IT has not been resumed as of yet. This matter will continue to be of keen interest to the university and will be raised.

5. **Establish a new task force consisting of one or two senior executives from the CSU and one or two senior executives from the City level to conduct a review of Information Technology operations and infrastructure for the King Library. The charge of the new task force will be to evaluate networks, human resources and service delivery with a view to cost efficiencies and to recommend operational processes to streamline the IT operations for both sides.**

See response to recommendation number four, also regarding the management of IT.

## **Internal Library Recommendations from the 2008/2009 Five-Year Library Review**

Seventeen recommendations for action were made from within the library as a result of the self-study in 2008/2009. Three of these recommendations were given top priority in alignment with the university library strategic directions and are indicated with an asterisk below.

1. **Make systematic assessment of the university library programmatic, by building assessment measures into each of the strategic directions and tasking library departments to make assessment a regular part of their annual goals.**

During the Spring of 2009, the University Library conducted a campus wide survey of students, faculty and staff using the [LibQUAL+](#) survey instrument which gathers data on perceptions in three dimensions: the library facility (Library as Place), services (Affect of Service), and resources (Information Control). Of the over 11,000 surveyed, slightly over 10% responded, with the largest group of respondents being undergraduate students (42.96% of the undergrads surveyed). Of the graduate students surveyed, 27.49% responded. Over 14% of the faculty and over 10% of the staff surveyed also responded. The areas of highest satisfaction were the King Library facility, followed by services. Users were least satisfied with the resources, specifically the “print and/or electronic journal collections I require for my work,” “a library Web site enabling me to locate information on my own” and “making electronic resources accessible from my home or office.” A team was assembled to address the LibQUAL results. Recommendations from the team included a revamping of the Website, which has since occurred. Since responses of surveyed individuals indicated many did not know of the numerous resources and services available to them, a second

recommendation was made for more visible marketing of library resources to students and faculty, which has also occurred through advertisements placed in the school newspaper, use of social media, and an increased effort to educate students through information literacy sessions, reference transactions, and one-on-one reference consultations.

Additionally, the SJSU Library has a representative on the CSU-wide Council of Library Deans' Assessment Team. As this group determines best practices for assessment within the libraries, the SJSU library will implement assessment methodologies so that continuous improvements within the library program can be implemented. Of particular focus will be evidence showing a correlation between library usage and student success, retention and graduation.

**2. Move aggressively for all of the library organization to be able to articulate and internalize the concept of the *Digital Library Initiative*.\***

The Digital Library Initiative remains the top priority for the SJSU library and most library faculty and staff have become better informed regarding the technology trends in academic libraries and higher education. Library-wide conversations have occurred regularly about [\*Redefining the Academic Library; Managing the Migration to Digital Information Services\*](#) by The Advisory Board Company, 2011 and the [\*Library of the Future Taskforce \(LOFT\) Recommendations by the CSU Library of the Future Taskforce, 2013\*](#). The Library Faculty has deliberated on the impact this has on the SJSU library and teams of librarians have begun the review of the print collections with guidance from the SCS GreenGlass Reports.

**3. Revitalize the library faculty team structure so that all faculty including the new tenure track librarians become knowledgeable and able to work as team members.\***

See the response to external reviewers' second recommendation regarding the team structure.

**4. Develop a comprehensive collection development policy to set the course for further development of the print and electronic collections.**

A comprehensive collection development policy has been drafted and will be vetted by Library Faculty during Summer 2014. Special attention will be given to ensure that the policy is in alignment with the LOFT Initiative.

**5. Develop a cohesive information literacy program with teaching faculty across the campus.**

Information literacy has been a top priority for the SJSU Library Faculty for decades. With the Western Association of Colleges and Schools (WASC) accreditation visit planned for Spring 2015, the library is integrally involved in the WASC self-study activity on campus. With information literacy as a WASC graduation proficiency, the library's information

literacy program has been in the limelight. Systematic assessment of information literacy instruction in 100W and 100WB classes (junior level mandatory writing for graduation) is underway during the Spring 2014 semester. This has been led by the SJSU Coordinator of Teams, who serves on the campus WASC Steering Committee, in consultation with the Information Literacy Coordinator.

**6. Develop a university library information technology plan that is responsive to the university mission and achievable within the joint library structure.**

See the response to the external reviewers' fourth recommendation regarding the IT management structure.

**7. Redesign the library's website to better meet the needs of students.**

Aesthetic modifications have been completed at least twice in the last five years, with the most recent changes made in January 2014. A team of three librarians are currently working with the web team to conduct a usability study for a more significant restructuring of the web site in the coming academic year.

**8. Seek grants and other non-state funds to digitize Special Collections.**

The SJSU Library was awarded the following major grants to prepare and catalog special collections for digitization: National Historical Publications and Records Commission (NHPRC) Basic Cataloging Grant (\$151,704, 2008-2010); NHPRC Detailed Processing Grant (\$99,709, 2010-2011). SJSU Library Special Collections collaborated with sister CSU campuses and submitted a grant proposal to the National Endowment for the Humanities to digitize Asian American collection holdings focused on Japanese Internment (2014-2015). This grant was awarded. In 2011, the library entered into an agreement with the Alexander Street Press who digitized 10,000 documents from the SJSU Special Collections in exchange for using these documents as part of their database, *Sixties*.

**9. Implement pro-active outreach activities for all faculty librarians so that outreach is interwoven throughout the organization.**

The organizational model for the library faculty team structure (See [Appendix UU – Liaison Librarians: Functional Team Structure](#)) implemented in 2010 incorporates outreach and technology as a part of responsibilities of each of the three functional liaison librarian teams. The liaison librarian position description can be found in (See [Appendix WW – Liaison Librarian Position Description](#)).

**10. Emphasize the use of open access and new means of scholarly communication by implementing an institutional repository with campus-wide faculty support.\***

In 2008, the SJSU Academic Senate created a task force to investigate open access in faculty and student publications. This task force presented recommendations to the Senate in a report published in March 2010. The following month, the Senate adopted a resolution to support open access on the SJSU campus ([SS-S10-2, Sense of the Senate Resolution, Support for Open Access to Scholarly Work and Research](#)).

This resolution became the impetus for the library to create an institutional repository. SJSU [ScholarWorks](#) archives open access digital copies of faculty publications, student papers and theses, conference proceedings, administrative documents, newsletter and reports, and offers a built-in platform for publishing double-blind refereed journals produced by campus departments and scholarly organizations affiliated with SJSU faculty. ScholarWorks has become widely used by scholars worldwide with impressive usage statistics for a repository created only three years ago (See [Appendix RR – Institutional Repository](#)).

**11. Provide organizational professional development opportunities for the entire staff and library faculty, especially leadership training to create a culture of continuous improvement.**

Under the direction of the SJSU Library Professional Development and Training Council, the University Library provides numerous opportunities for staff and library faculty. See the section of the self-study on Professional Development and Training.

**12. Develop a library faculty mentoring program so that newly hired tenure-track librarians have the necessary support to succeed.**

The Coordinator of Teams position within the Library Faculty organizational model mentors and coaches all tenure-track librarians on the tenure and promotion process. The position description for this coordinator position includes mentoring as a formal responsibility. However, more organic mentoring occurs throughout the organization.

**13. Raise the visibility and success of the university library development and fundraising efforts, in particular to meet the targets for the National Endowment for the Humanities.**

See the section of the self-study on fund-raising and grants.

**14. Build upon the growing record of successful grant proposals with federal and foundation sources.**

See the section of the self-study on grants.



**15. Build upon the strength of the partnership with the San José Public Library and take the joint library forward to the next level of maturity.**

The development of joint strategic initiatives has been a regular task of the King Management Team and joint initiatives have been identified on an annual basis. In 2012, the Director of the San José Public Library retired and the position was filled by an interim director for over a year thereafter. In August of 2013, a new director of the public library was appointed. During the initial six months of her tenure she has focused on building her managerial staff and determining system-wide priorities for the public library branches. Joint initiatives for the coming academic year will include training and professional development, programming and planning for the re-purposing of the second floor reference area.

**16. With the San José Public Library, plan for an assessment of the joint library.**

See the response to previous recommendation. This may become a part of the joint initiatives.

**17. Conduct a study to test the hypothesis that students who engage with the library are more likely to graduate than those who do not.**

See responses to library staff recommendations #1 and #5 involving assessment

## Future Directions and Recommendations

As SJSU library continues to innovate and move along the continuum to become the library of the future, planning and concrete actions are necessary now. Following are the recommendations of library leadership as a result of the reflection and deliberation that has gone into this Self-Study:

### **1. Library of the Future Initiative (LOFT):**

As discussed in the Self-Study, the SJSU Library has responded to the CSU LOFT taskforce recommendations by beginning the work of reviewing the print circulating collection for de-selection of little or never used print books and those not needed in support of the academic departments curricula, in order to re-purpose library spaces to better support student success. The circulating collection has been analyzed by Sustainable Collection Services (SCS), liaison librarians have discussed the project and been trained in the use of Green Glass and the SCS database of collection data, and an initial team of librarians has started the process of reviewing sections of the collection for de-selection based on specific criteria determined in consultation with departmental faculty. Preliminary and informal discussions regarding uses of the resulting library spaces have been conducted with the University Library Board, Library Faculty, Facilities Development and Operations (FD&O), Student Academic Success Services (SASS) and the Provost. The following is needed to move this initiative forward:

- Preparation of an action plan including timeline for the de-selection of print books with an estimate for the total number of books to be removed and the corresponding number of square feet made available for student academic success services after shifting the remaining books. This plan will be prepared by Senior Management in consultation with liaison librarians, the University Library Board and the library Project Manager and made available to the campus community prior to the Fall 2014 semester.
- Creation of a special campus task force on LOFT to make recommendations regarding which academic support and student success services should be moved into library spaces resulting from the streamlining of the print collection. This task force should work in collaboration with the University Library Board and represent the library as well as campus stakeholders. This task force should have the endorsement of and be charged by the Provost in Fall 2014.
- Additional funds will be needed for the staffing necessary to carry out the tasks to reduce the size of the collection and for renovation. Renovation will require stacks removal, new ceiling lights, additional power to the floors, walls constructed and updated functional furnishings installed. The library must determine sources of funding to support the LOFT initiative, including one-time funding from the university, LOFT funding from the Chancellor's Office, library donor contributions and foundation grants. The ability of the

library to proceed with moving student academic success services into the library is critical for the campus as it builds a master plan for revitalizing and building new university buildings. It is anticipated that the funding to do so will be seen as beneficial to the entire campus and not seen as a library only benefit.

- Direct conversation and negotiation between the library and Student Academic Success Services, SJPL and other stakeholders should continue concurrent to the deliberations of the task force.
- Create a student advisory council for student input regarding all aspects of the library of the future.

## **2. Review of SJSU library organizational structure to ensure that organization is positioned to move the library to the next level:**

As indicated in the Self-Study the library has been rewriting position descriptions and moving staff positions across library departments as vacancies occur. In a position-by-position manner, the organizational structure has begun to change. It is necessary now to review the organizational structure as a whole and make the necessary adjustments across departments to make sure the structure supports the necessary work of the library over the next five years. Specifically, the following is needed:

- The Dean and Associate Deans will visit all departmental meetings to hold discussions about the work of the department and how it has changed over the past five years and is anticipated to change over the next five years. These meetings will take place in June 2014.
- Library managers will be asked to submit suggested changes in the organizational structure of their departments to their respective Associate Dean by the end of June 2014.
- Senior Management will deliberate on input from all departments, staff and library faculty and develop a DRAFT organizational chart for review by the University Library Leadership Team, all staff and the library faculty in July 2014.
- Adjustments will be made to the new organizational structure as appropriate and the Dean will announce the new structure in August 2014.

## **3. Review of the CSU COLD Unified Library System Proposal expected in 2014-2015 Academic Year:**

As discussed in the Self-Study, the CSU Chancellor's Office is developing a Request For Proposal (RFP) for a Unified Library system for all twenty-three CSU campuses. This proposed system will enable each CSU campus library to more efficiently manage electronic resources and make better informed decisions regarding the streamlining of the print collection. A unified system would allow for more efficient resource sharing among the campuses. Currently, the SJSU Library shares a library system with SJPL, and when the Chancellor's Office makes a recommendation for the unified system, the SJSU library must

undertake a careful analysis of the implications this would have for the joint library relationship. The following is needed to make the best informed decision in this matter:

- Ascertain whether the SJPL would be able to enter into an agreement with the CSU Chancellor's Office to share in the Unified Library System proposal for all campuses. (If the chosen system provider is the same as is currently used by the joint library this would not be necessary).
- If the SJPL does not wish to be a part of the system selected by the CSU, determine whether it is more advantageous for the SJSU Library to continue to partner with SJPL and not join with the other CSU campuses or more advantageous to join the CSU and separate from the current joint library system with SJPL.
- If the SJSU and SJPL should decide to no longer share an integrated library system, it should be determined whether the interface to the library user could remain the same even with different systems.
- The cost savings involved with the decision should be one of the factors for the decision in this matter, but not the only factor.
- These deliberations can begin before the actual RFP is completed, but must be conducted so that a timely decision can be made.

#### **4. Review major elements of the joint library operating agreement:**

As the joint library begins its twelfth year of operations with the 2014-2015 academic year, the parties should conduct a review of the major elements of the operating agreement, including:

- Management model for joint IT operations
- Space allocation and use
- Cost share criteria, if there are any changes above
- Joint staffing of public service points and the merged unit model
- Joint service initiatives for all library users
- Deliberations should be taken up by the King Management Team (KMT) and shared with the members of the senior partnership team

#### **5. Determine the Budget Model for the University Library for the next five years, clarifying the status of the components in ALL FUNDS – Operating Fund, Lottery, CERF and SSETF:**

As the Self-Study indicates, the SJSU Library is funded with an ALL Funds Budget comprised of numerous sources of funding including the general operating fund, Lottery funds, CERF funds and SSETF funds (See [Appendix K – All Funds Budget](#)). It is imperative that this funding model is stable so that the library does not find itself critically short of funds

due to revisions to the funding model of any one of these. The following recommendations are made regarding funding:

- The library operating fund budget model should be reviewed and changes made to account for these factors. At present, there is no model in place to account for increases to the library budget based on changes in enrollment or inflation.
- The library allocation from the CERF funds should be reviewed and a determination made as to what the percentage allocation of the profits should be for the library. At present, the library is funded from the colleges' percentage and it should be taken from the total profits before allocation to the colleges in the same way as the allocation for Administration and Finance and Student Affairs.
- The library allocation from Lottery funds has been stable for the last two years. At the time the library first received Lottery funds, an equal amount was reduced from the library operating fund and the Lottery allocation is now considered part of the library base budget. It is not clear how the library would be funded if the Lottery funds were no longer available to the University. This needs to be clarified.
- Since the IRA funds were subsumed by the SSETF funds, the library no longer receives a designated amount of SSETF funding per student enrolled, but rather receives a flat amount each year. This model should be reviewed and a per student funding model should be reinstated.

**6. Review and modify the library's collection support for all colleges and their academic departments:**

As indicated in the Self-Study, the library has begun to analyze the degree that the library electronic collections budget is able to support the colleges and their academic departments. The data compiled should be reviewed very carefully and analyzed along with the number of FTEs per college, price of electronic books and journals by discipline, numbers of electronic resources available by discipline, use of electronic resources and the cost per use. The recommendation is as follows:

- Expand the library's electronic information resource collections to continue to meet the learning, teaching and research needs of SJSU students and faculty.
- Review statistics gathered regarding expenditures and number of titles of electronic resources per college.
- Conduct a literature search and poll peer institutions to determine alternative models for allocation of resources per college and academic department.
- In consultation with University Library Board, create a model for funding both the electronic and print collections budget by college and/or academic department. This should be a priority goal for the University Library Board for the 2014-2015 academic year.

**7. Review and expand the digital library initiatives to ensure breadth of collection content and digital preservation solutions:**

As discussed in the Self-Study, the Digital Library Initiative includes the Library's strategy to aggressively increase creation, access, and use of digital collections. This includes open access scholarly content in the SJSU Scholarworks institutional repository, unique digitized images from Special Collections, and robust collections of curriculum-based eJournals, eBooks, and databases. As the Library moves forward with reviewing the print circulating collection, it is important to guarantee ongoing access to these digital collections for students and faculty. The following is needed to move forward:

- Explore long term digital preservation solutions for the growing locally-created content in SJSU ScholarWorks institutional repository and Special Collections digitized content in CONTENTdm, as well as the purchased electronic information resources.
- Thousands of our print monographs are now available electronically in public domain databases such as Hathi Trust and Project Gutenberg. The Library will investigate providing library catalog access to these public domain eBooks.



# Appendix A – List of Library Staff

## Faculty

Adriana Poo	<b>Liaison</b> - Health Science & Recreation, MPH Program (temp)	Faculty
Ann Agee	<b>Liaison</b> - Accounting & Finance, Organization & Management, and Master of Archives and Records Administration (MARA), Affordable Learning Solution, eLearning	Faculty
Bernd Becker	<b>Liaison</b> - Psychology, Counselor Education, Child and Adolescent Development <b>Research support:</b> College of Social Sciences Dean	Faculty
Bridget Kowalczyk	Reference (temp)	Faculty
Christina Mune	<b>Liaison</b> - Hospitality Recreation and Tourism Management, Physics & Astronomy, Distance Services, EOP, Geology & Meteorology, Affordable Learning Solutions, Distance Ed, eLearning	Faculty
Crystal Goldman	<b>Liaison</b> - Communication Studies, Political Science, Scholarly Communications	Faculty
Cynthia McCarthy	Reference (temp), Institutional Repository	Faculty
Danelle Moon	Head, Special Collections and Archives	Faculty
Diana Wu	<b>Liaison</b> - Business Research Guide, International Business, International Students, Management Information Systems, Marketing/Decision Science, Transportation Management, Company Information, <b>Coordinator</b> of Academic Services <b>Coordinator of Teams</b> <b>Research support:</b> Lucas College & Graduate School of Business, Dean; College of International and Extended Studies, Dean	Faculty
Divina Lynch	Reference (Lead temp)	Faculty
Elisabeth Thomas	Outreach Librarian (temp)	Faculty
Emily Chan	<b>Liaison</b> - Biological Sciences, Chemical and Materials Engineering, Chemistry, Interdisciplinary Sciences, Nutrition, Food Science and Packaging <b>Research support:</b> College of Science Dean	Faculty

Francis Howard	Reference (temp)	Faculty
Jennifer Dinalo	<b>Liaison</b> - TBD	Faculty
Kaye Lathe	Reference (temp)	Faculty
Kathryn Blackmer Reyes	<b>Liaison</b> - Chicano studies, African American studies, Africana Collection, Asian American Collection, Chicano Collection, Comparative Ethnic Studies Collection, Global Studies, Sociology, Social Science, Asian American Studies, Women's Studies, Cultural Heritage Center	Faculty
Kaye Lathe	Reference (temp)	Faculty
Laurel Eby	Reference & Web Team (temp)	Faculty
Linda Crotty	<b>Liaison</b> - Computer Engineering, Computer Science, Mathematics, Software Engineering (temp)	Faculty
Marci Hunsaker	<b>Liaison</b> - Library and Information Science (temp)	Faculty
Mengxiong Liu	<b>Liaison</b> - Aviation & Technology, Civil & Environmental Engineering, Computer Engineering, Electrical Engineering, General Engineering, Industrial & Systems Engineering, Mechanical & Aerospace Engineering, Physics & Astronomy <b>Research support:</b> College of Engineering Dean	Faculty
Nyle Monday	<b>Liaison</b> - History, Justice Studies, Geography, ROTC, Marketing & Decision Sciences	Faculty
Patricia Stroh	<b>Liaison</b> - Music & Dance <b>Curator</b> , Beethoven Center	Faculty
Paul Kauppila	<b>Liaison</b> - TV-Radio-Film-Theatre <b>Coordinator</b> of InfoLit Team	Faculty
Peggy Cabrera	<b>Liaison</b> - Environmental Studies and Humanities, American Studies, Asian Studies, Creative Arts, European Studies, Liberal Studies, Middle East Studies, Religious Studies, Jewish Studies <b>Coordinator</b> of Reference and Research Team	Faculty
Rebecca Kohn	<b>Liaison</b> - Art, Design, Philosophy <b>Research support:</b> The Provost & College of Humanities and the Arts Dean	Faculty
Silke Higgins	<b>Liaison</b> - Occupational Therapy, Kinesiology, Economics, Forensic Science Social Media	Faculty

Susan Kendall	<b>Liaison</b> - Educational Leadership & Higher Ed, Government Publications <b>Coordinator</b> of Collection Development Team <b>Research support:</b> President & College of Education Dean	Faculty
Terrylynne Turner	Reference (temp)	Faculty
Toby Matoush	<b>Liaison</b> - English & Comparative Literature, World Languages & Literatures, Urban & Regional Planning, Journalism & Mass Communications, <b>Disabilities Liaison</b>	Faculty
Valeria Molteni	<b>Liaison</b> - Communicative Disorders & Sciences, Nursing and Health Professions	Faculty
Teresa Slobuski	<b>Liaison</b> - Education, Elementary Education, Special Education, Social Work	Faculty
YiPing Wang	<b>Liaison</b> - Biological Sciences, Chemical and Materials Engineering, Chemistry, Interdisciplinary Sciences, Nutrition, Food Science and Packaging (temp) <b>Research support:</b> College of Science Dean	Faculty

**Staff:**

Altaful Khan	Network Coordinator	Staff
April Gilbert	Technical Services Specialist	Staff
Ashour Benjamin	Periodicals & Microform Coordinator	Staff
Bridget Kowalczyk	Dean's Office Coordinator & Researcher	Staff
Candice McGee	Meeting Room, Exhibits, and Administrative Specialist	Staff
Carole Correa-Morris	Interim Lead, Technical Services	Staff
Christine Holmes	Electronic Resources Coordinator	Staff
Danny Soares	Head of Document Delivery Services	Staff
Dave Daley	Helpdesk, SCS and Media Services Team Lead	Staff
Diane Malmstrom	Acquisitions Specialist	Staff
Edith Gallegos	Acquisitions Specialist	Staff

Elena Seto	Periodicals Specialist	Staff
Femi Osikominu	Stack Coordinator	Staff
James Tan	Reference Services Assistant	Staff
James Ghiorzi	Data Management Coordinator	Staff
Jamie Balderrama-Ratliff	Interlibrary Service Coordinator	Staff
Janice Mao	Accounting/Statistics Specialist	Staff
Janice Smith	Technical Services Specialist	Staff
Jeff Frank	Senior Access Services Coordinator	Staff
Jessie Cai	Database/web Programmer	Staff
Judy Pan	Access Services Weekend Facilitator	Staff
Kenneth Miller	Student Computer Lab Team Leader	Staff
Lauren Andersen	Human Resources Specialist	Staff
Lindsay Schmitz	Link+ Coordinator	Staff
Loren Rendler	Academic Reference Assistant	Staff
Lyna Nguyen	Database/Analyst Programmer	Staff
Mallory DeBartolo	Library Project Specialist	Staff
Marie Chack	Writing & Special Project specialist	Staff
Neil Ordinario	Course Reserves Coordinator	Staff
Michael Condon	Information Services Analyst	Staff
Rosalinda Gonzales	Institutional Repository Specialist	Staff
Sepier Kim	Student Technology Training Coordinator	Staff
Sharon Thompson	Assistant to Associate Deans	Staff
Shirley Hwang	Systems Analyst	Staff
Stephenie Waslohn	Special Collection & Digitization Coordinator	Staff

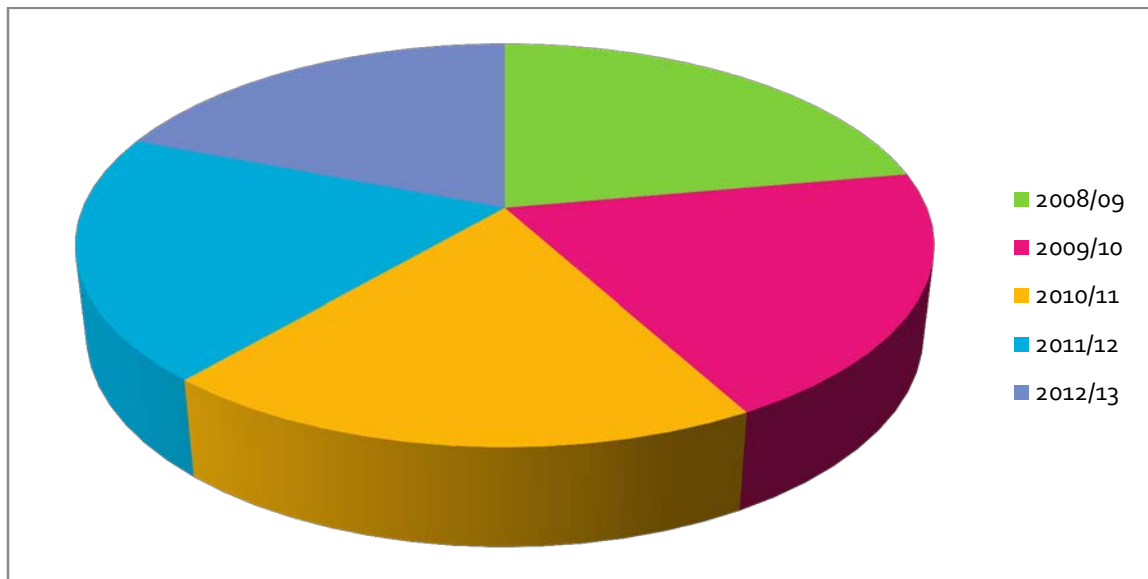
Steve Higaki	Head of Cataloging	Staff
Tamara Valerio	Access Services Evening Facilitator	Staff
Tung Pham	Facilities and Purchasing Coordinator	Staff
Wei Ding	Technical Services Specialist	Staff
Zhini Zhang	Information Technology Consultant Expert	Staff

**Management:**

Farrukh Farid	IT Manager	MPP
Julie Kowalewski Ward	Co-Unit Head, Access Services	MPP
Luann Budd	Manager of Administrative Services	MPP
Mary Nino	Associate Dean, Library	MPP
Rae Ann Stahl	Interim Associate Dean	MPP
Ruth Kifer	Dean	MPP

## Appendix B – Gate Count

Gate Count Totals by Academic Year	
2008/09	2,792,323
2009/10	2,506,904
2010/11	2,426,912
2011/12	2,478,967
2012/13	2,399,334





# Appendix C – 10<sup>th</sup> Anniversary Watercolors

## PICTURING OUR LIBRARY: WATERCOLORS BY SJSU ART STUDENTS



September 3-30, 2013

Professor Gale Antokal

Albert Eggen  
Monica Gonzalez  
Terry Hart  
Lyz Leach  
Stephen Leber  
Lan Liu  
Lindsay Montgomery  
Shiva Nourpour  
Ann Ryals  
Jennifer Stombs  
Charles Thompson  
Laura Yelavich



[sjlibrary.org/10thwatercolors](http://sjlibrary.org/10thwatercolors)

## Picturing Our Library:

### Watercolors by SJSU Art Students

The Dr. Martin Luther King, Jr. Library and San José State University Department of Art and Art History are honored to present **Picturing Our Library: Watercolors by SJSU Art Students**, an exhibition in celebration of the library's 10<sup>th</sup> anniversary.

Rendered by San José State University art students under the instruction of Professor Gale Antokal, a collection of eighteen watercolors captures the remarkable vantage points of interior and exterior landscapes of the King Library. Our library is a center for knowledge, a symbol of innovation, a place of reflection, and it is a playground for the curious and imaginative. Highlighting the multiplicity of our library, each watercolor presents our library as a monumental feat of architecture, intellectual resources, and cumulative experiences from our community. Our library gives its patrons as much as we give it, and the heart of our library is the bond we have chosen to cherish and develop over the past 10 years. Our library is a hub of possibility—whether inside it, outside it, or beyond it—our library is always with us.

#### Albert Briggs Eggen

'13 BA English/Creative Writing  
albert.eggen@sbcglobal.net

Albert Briggs Eggen was born in Vicksburg, MS and grew up in San Jose. He completed his BA in Creative Writing at SJSU in 2013. While growing up, Eggen had the pleasure of watching his mother, a local artist,

paint in oil, wax, engraving and watercolor; however, it was not until recently he began practicing art on a larger scale. Today, Eggen sketches daily, works on ink drawings, and continues watercolor.

In his watercolors, Eggen considers the everyday sights of the library. Eggen extends his interior images of the library with the daily sights seen beyond the glass—such as airplanes and buildings like the SJSU Tower Hall and San Jose City Hall. The superimposed images of both the interior beings and exterior views of the library capture the library's quality inside and out.

Remembering the King Library, Eggen highlights Dr. King in his watercolors. Featured throughout the scenes he paints, Eggen includes "ghosts" of Dr. King's memorable spirit.

2

Charles Thompson  
Open University student  
chuckappa@yahoo.com

Charles A. M. Thompson grew up in Alton, V.A. Thompson received his BA in Art from Averett University in 2005, and in Spring 2013, he was an Open University student at SJSU. His goals are to continue to improve his work and build a portfolio he can be proud of.

The bust of Dr. King is one of the first things we see when we walk into the King Library. A simple and recognizable image, Thompson plays on the bust's expressiveness and utilizes this to work freely and loosely with it in his own style.



Laura Yelavich  
'13 BA Art Studio Practice  
Vaulting29ftrk@aol.com  
www.lauraaoutloud.com



Laura Yelavich is from San Jose. She received her BA in Art (Studio Practice) with an emphasis in Pictorial Studies in May of 2013, and she is currently working as a Visual Designer at Cisco Systems, Inc. When she is not working, Yelavich enjoys spending time at her family's ranch in Saratoga. She also competes in a sport called "Equestrian Vaulting" and has also competed for the U.S. team at the World Championships where they brought home the gold medal.

The King Library is a wealth of beautiful views of both the city and University, and it is a wealth of hidden wonders. Yelavich's favorite spot is the view of SJSU's Tower Hall. With each return visit and each return sight, Tower Hall piques her interest whether from its narrow windows resembling that of a postcard, or the vines that continually crawl up the side of the tower. In addition, the King Library is also home to amazing hidden gems. Walking past the glass vase for years as a student, it was not until her senior year that she noticed the vase contained an image of Dr. King's profile. She paints this vase to catch the attention of those that like her in the past, have walked by this simple piece of art without realizing it immortalizes one of the most important people in our history.

7



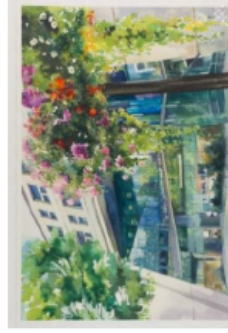
Though initially drawn to the idea of painting books of the King Library, Leach quickly fell focused to the scattered butterflies found in the stairwell and walls of the library. The butterflies became her joy and freedom relating to her experiences of walking into the library, finding a new book, and staying up until dawn reading. The butterflies represent the limitless opportunities the King Library has to offer inside and the many minds the library is able to touch.



**Stephen Leber**  
**'14 BFA Pictorial Art**  
**Thenesprebel@yahoo.com**

Stephen Charles Leber grew up in Aptos, CA. He is a Pictorial Arts student at SJU and previously attended Cabrillo College. He began practicing art when he was very young and has had successful art experiences and classes from mentors and teachers alike.

In his watercolors, Leber's main goal was to free the library of its sharp angles and precise shapes of architecture. Letting the paint flow loosely, Leber adds a sense of distortion to his watercolors. By doing so, Leber's depictions of the interior and exterior instances of the library are free of their rigid style and allocate him to create a free yet recognizable image.



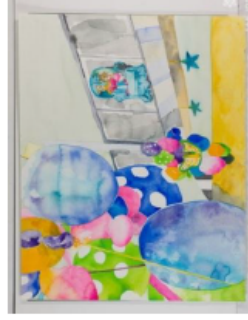
**Lan Liu**  
**'13 MFA Pictorial Art**  
**lanlanmao@gmail.com**  
**www.lanliu.com**

Lan Liu is from China. She graduated from SJU in May of 2013 with her MFA in Pictorial Art. For the 28th President Inauguration Ceremony in 2012 at SJU, Liu's watercolor was selected as the poster design. She is currently working on a series of oil paintings and silk screen print—Crown.

Liu was attracted to the contrast and harmony between the Library and the plants around it. Using the control of brushes and the games between water and paint, Liu is able to juxtapose the serious and hard shapes of the building between the playful and soft feelings of the surrounding plants. At the same time, the simple color palette of the architecture has a beautiful conversation with the rich colors of nature.

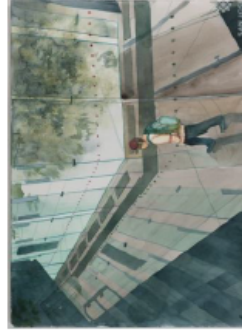
**Lindsay Montgomery**  
**'15 MFA Pictorial Art**

**lindsayemontgomery@gmail.com**  
**www.lindsayemontgomery.com**



Lindsay Montgomery is from Chicago, IL, and she is a second year MFA Pictorial Arts student with an emphasis in painting at SJU. She obtained her BFA in Drawing & Painting from California College of the Arts in San Francisco with high distinction.

Valuing color above all else when considering representational painting, Montgomery was naturally drawn to the most fluorescent elements inside the library. Immediately she was fascinated with the Children's section of the library, for all the colors and shapes inside were very bright and round in comparison to the rest of the library. Painting balloons and the oversized Tweety Bird chair, Montgomery plays with the translucency of the watercolors to paint a whimsical perspective of the library.



**Shiva Nourpouri**  
**'13 BFA Pictorial Art**  
**shiva\_ahmadi@yahoo.com**

Shiva Nourpouri received her BFA from SJU in 2013. Nourpouri bills herself as a lifetime artist, for despite her recent education, she has always been fond of artistic creations, be it in painting, sculpture, hand building ceramics, and fashion design. Her art is the reflection of the most difficult to see components of nature and the vast unending details beautifying common things.

In one watercolor, Nourpouri selects to paint the stairwell due to its interior openness and the unusual crisscross lines created by the sunlight's reflection on the floor. From these angles, she combines the shadows and reflections with student subjects. In her second watercolor, Nourpouri depicts the same stairwell from the second floor. Looking down at the King Library's entrance from a group study area, she takes note of the natural sunlight through the blue glass panels that generate shadows on the shiny floors. With this point of view, the play on time and daylight cast inviting shadows and lines at the front stairwell of the library asserting a peaceful and relaxing natural quality to the interior.

**Ann Ryals**  
 '15 MFA Pictorial Art  
 ryalshousehold@mac.com  
 www.annryalsart.com

Ann Ryals is from South Pasadena, CA. She is a second year MFA Pictorial Art student at SJSU. Over the past 45 years, Ryals has attended a variety of programs, including University of Southern California, Cabrillo College, Foothill College, and SJSU studying English Literature, Music, Vocal Performance, and Art, respectively.

For Ryals, the first thing that comes to mind when she thinks of the library is the ground floor lobby with all the wonderful reflections through the glass and light. In her watercolor, Ryals paints the library in the night. Her nighttime depiction captures the shift of colors of the library with the absence of natural light and the presence of artificial light.



**Jennifer Stombs**  
 '14 BFA Pictorial Art  
 jenniferstombs@gmail.com

Jennifer Soraya Stombs is from the Bay Area. She is currently pursuing her BFA in Pictorial Art at SJSU and plans to graduate in Spring 2014. She has previously attended Foothill College. Her prior experience includes activities such as Vice President of SJSU's painting club, The Dirty Brushes, volunteer of the San Jose ICA and Stuttgart Film Festival, and participating artist of SJSU Blue Wall Mural Project.

The spaces Stombs chose to represent in the library reflect her own character as a private and reserved person. For her, the library has always represented the same quiet, calm, reflective environment in her own youth. The greater the silence within the space, the more emotionally and visually attracted she is to a particular scene.

**Monica Gonzalez**  
 '13 BFA Pictorial Art  
 brownieruss@gmail.com

Monica Anel Gonzalez is from San Jose. She is currently pursuing her BFA in Pictorial Art at SJSU. She was formerly the president of SJSU's painting club, The Dirty Brushes. Her work is mainly figurative paintings made with oil paint on canvas or watercolor on paper.



Gonzalez captures the King Library's uniqueness and tranquility in her watercolors. With its wonderful offerings of places to sit, work or read and its large collection of art, for Gonzalez, the King Library is unlike any other.

**Terry Hart**  
 '13 BFA Pictorial Art  
 terryhart33@yahoo.com



Terry Hart is from the Bay Area. Hart is a first year MFA student at SJSU concentrating in Pictorial Art. Prior to entering the MFA program, she completed her BFA from SJSU and has previously studied printmaking at the Pacific Art League in Palo Alto and the Kala Institute in Berkeley. Hart has previously worked as a biologist, which influences her work through attention to technique and detail.

Hart's mid-morning watercolor is set on the 7<sup>th</sup> floor of the King Library facing 4<sup>th</sup> street. A frequent visitor of the 7<sup>th</sup> floor, Hart is among the home of art books, warm natural lighting, beautiful views of the city, and great study spaces. For Hart, it was a natural choice to paint this familiar location.

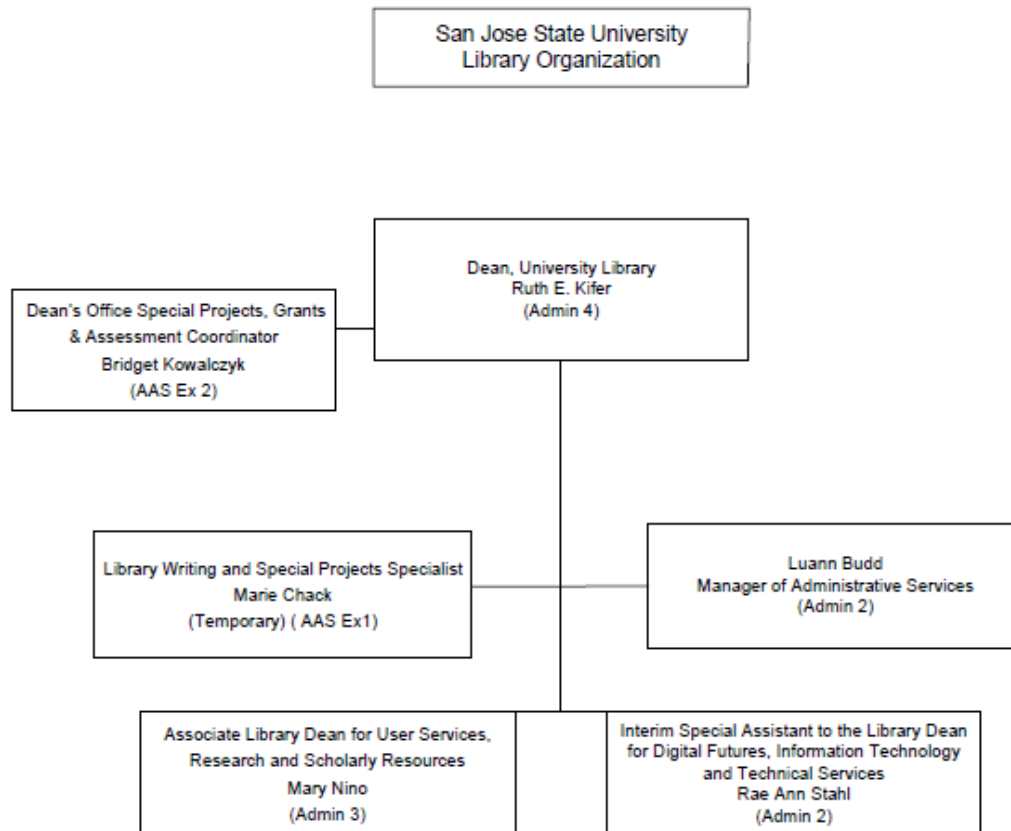


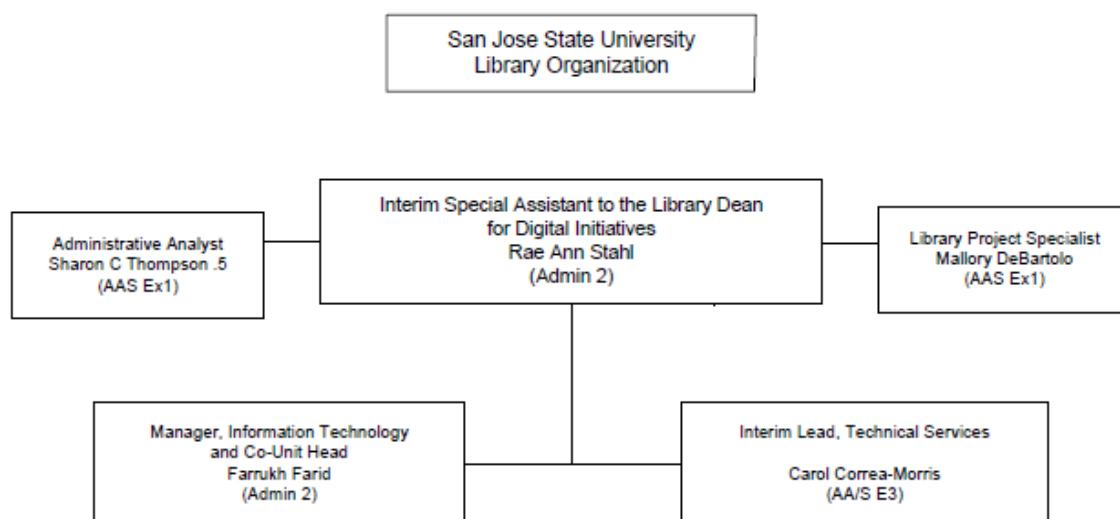
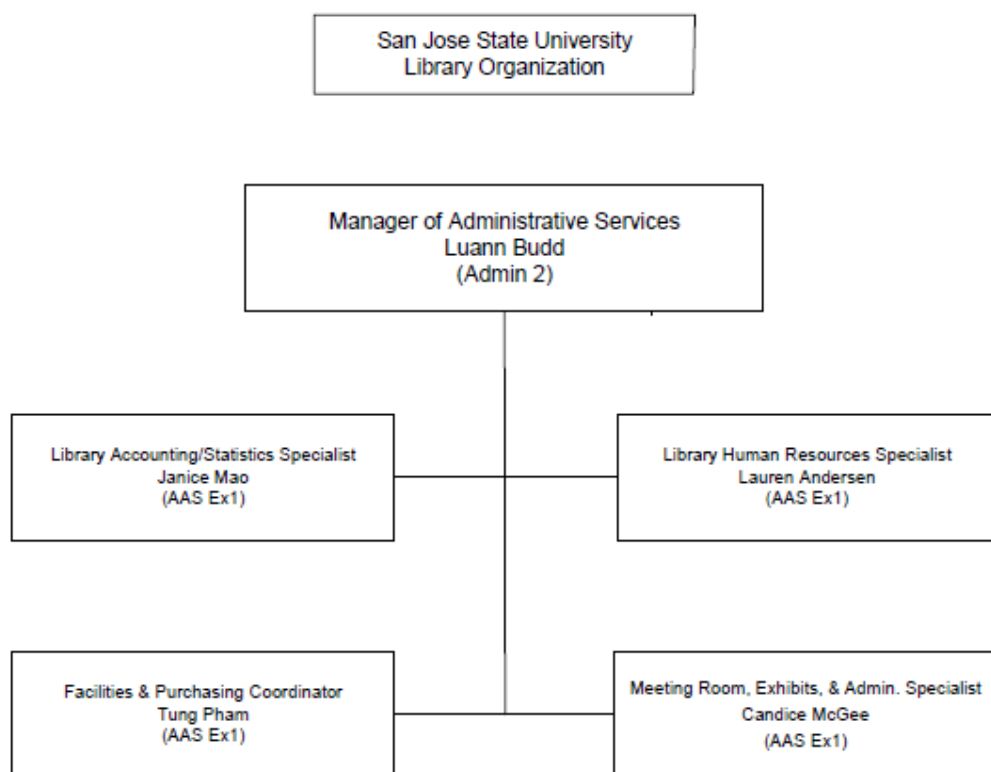
**Lyz Leach**  
 '13 BA Fine Art  
 Emleach13@gmail.com

Lyz Leach is from San Jose. She is a Pictorial Arts student at SJSU and will receive her BA in Fine Art this December. During the week, Leach is an administrative assistant at a car dealership. She also enjoys knitting

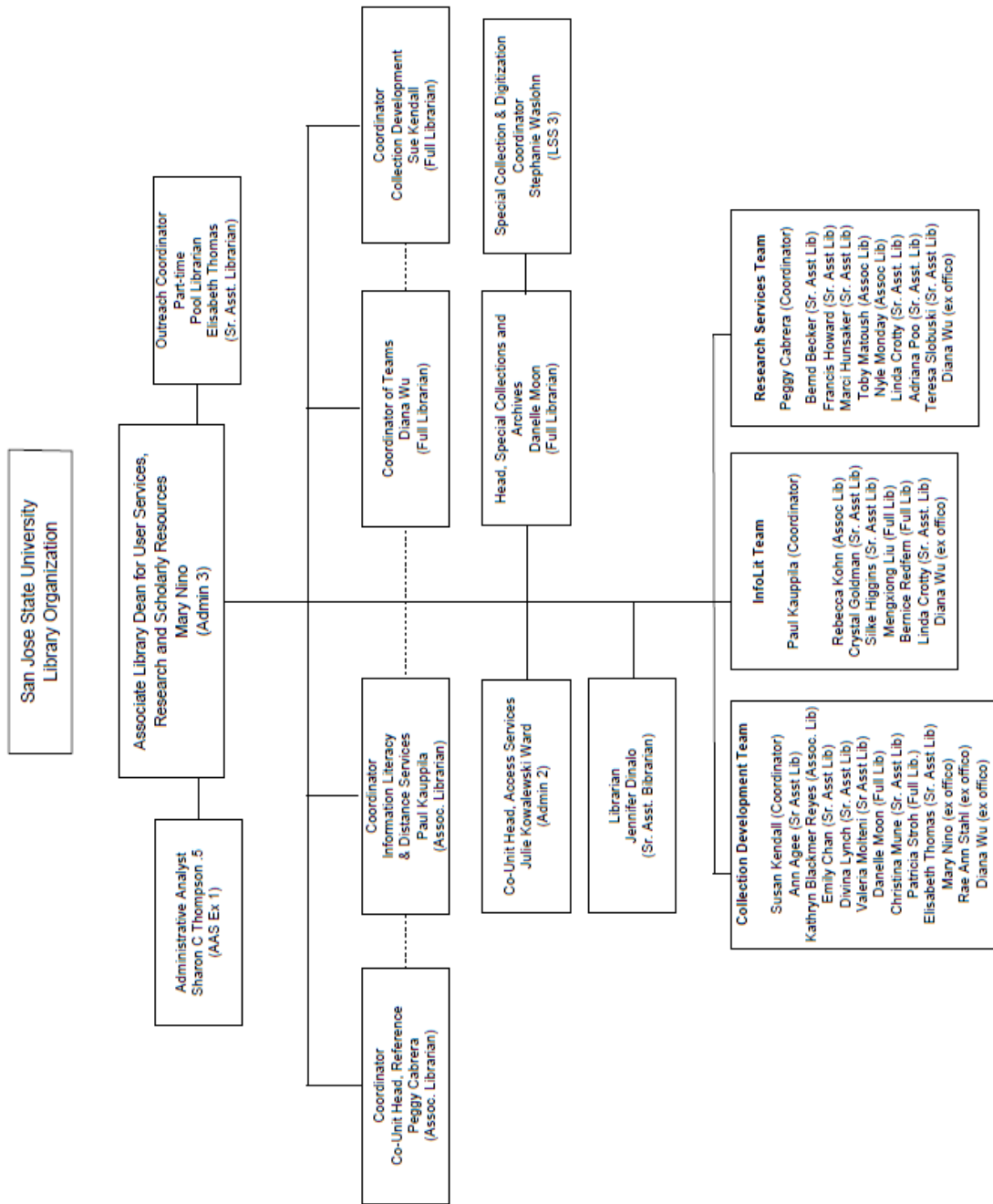
and practicing art.

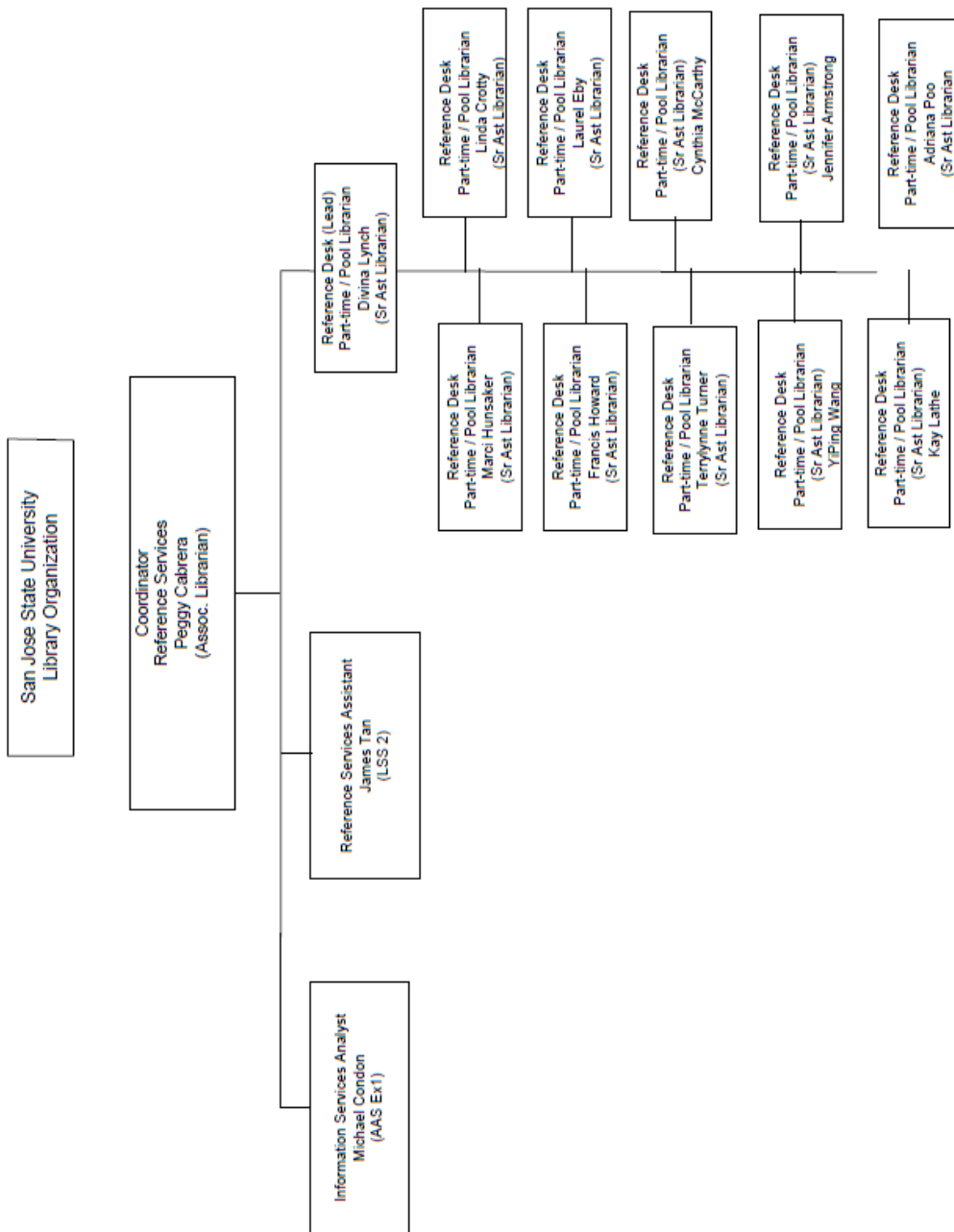
# Appendix D – SJSU Library Organization

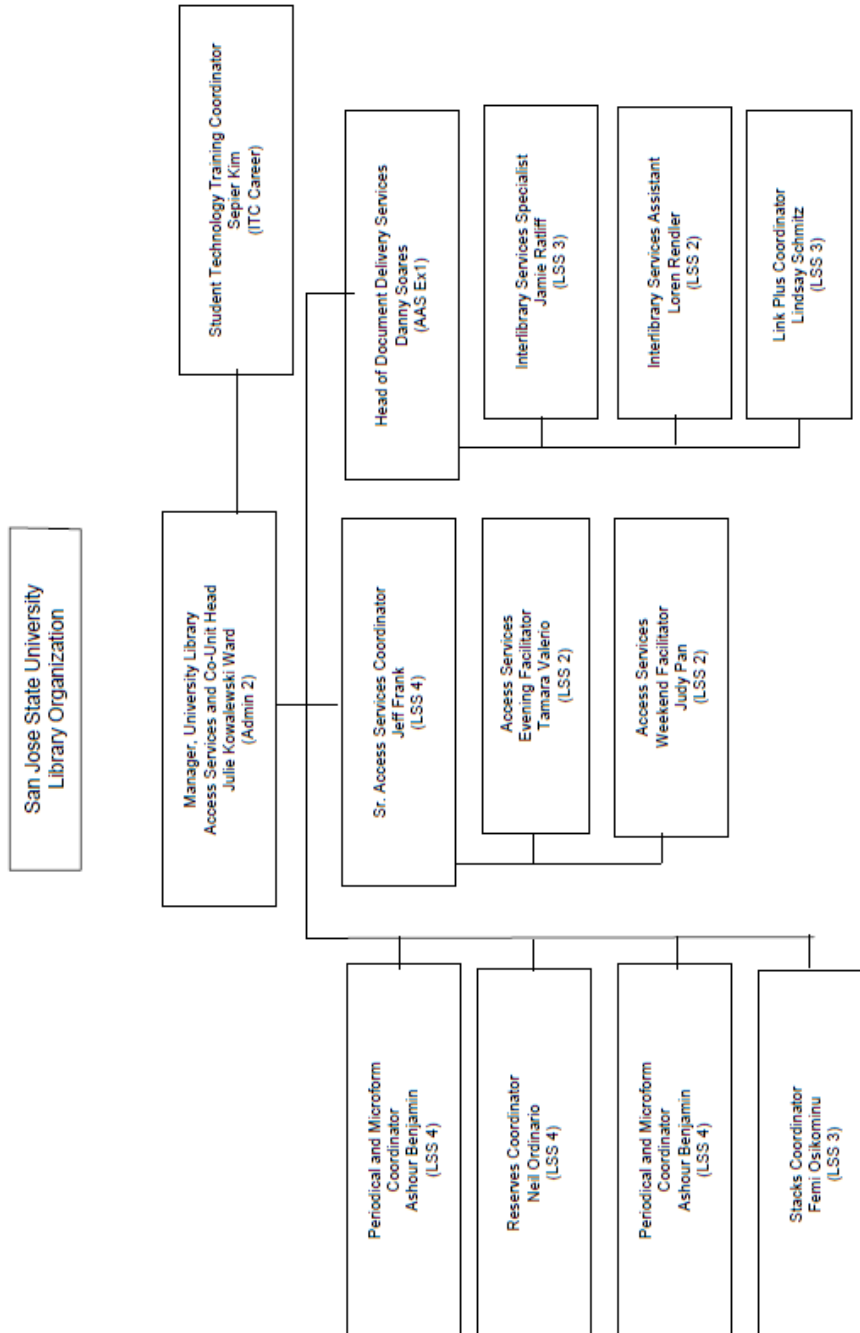


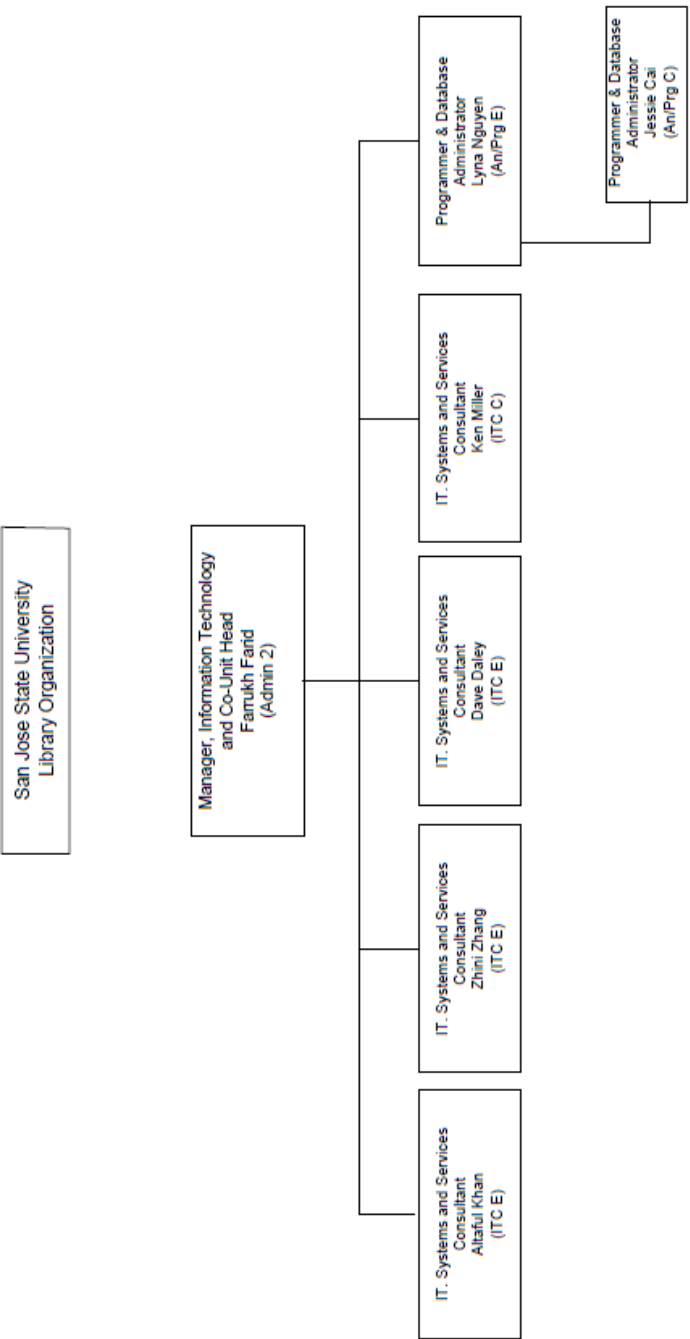


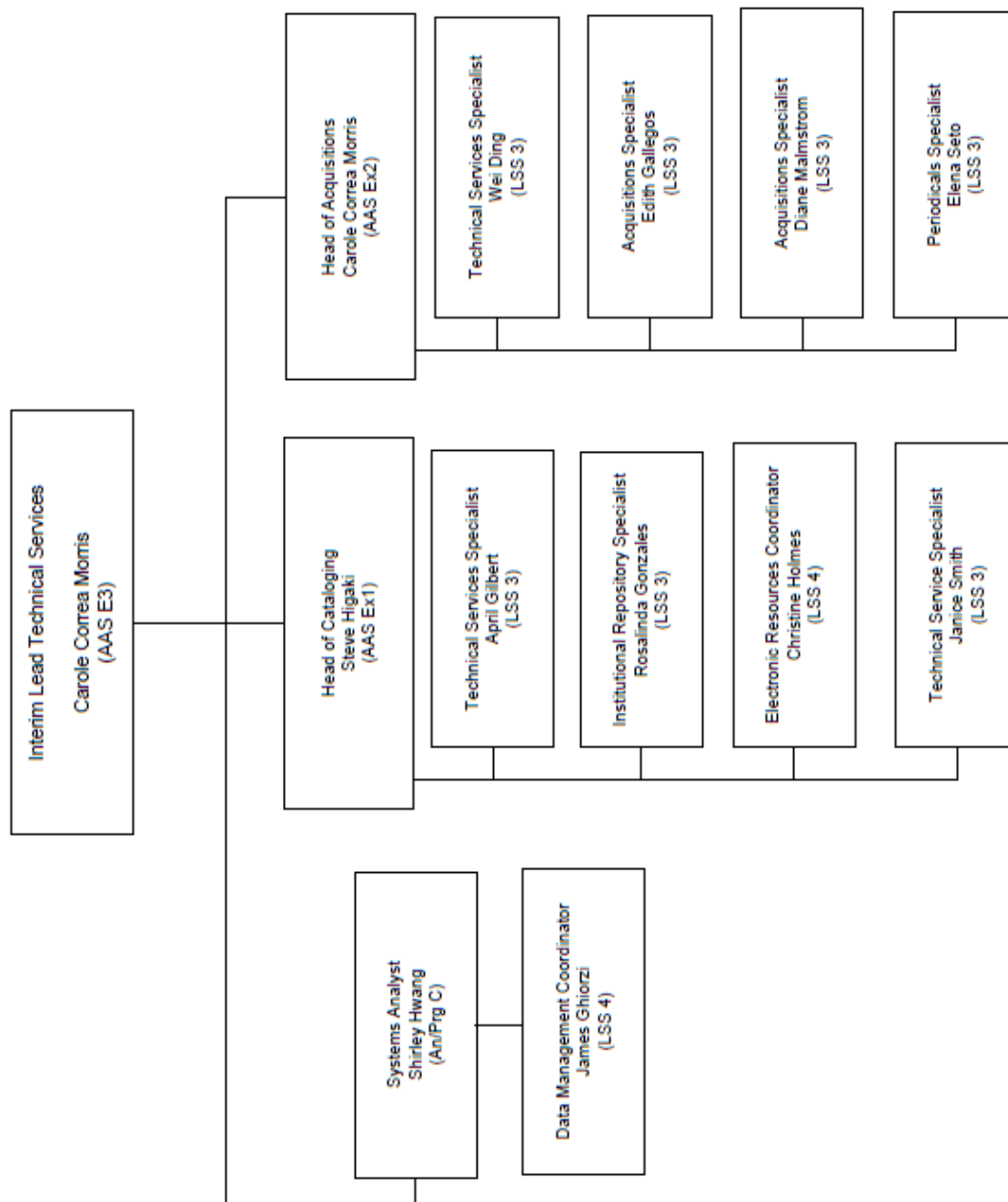








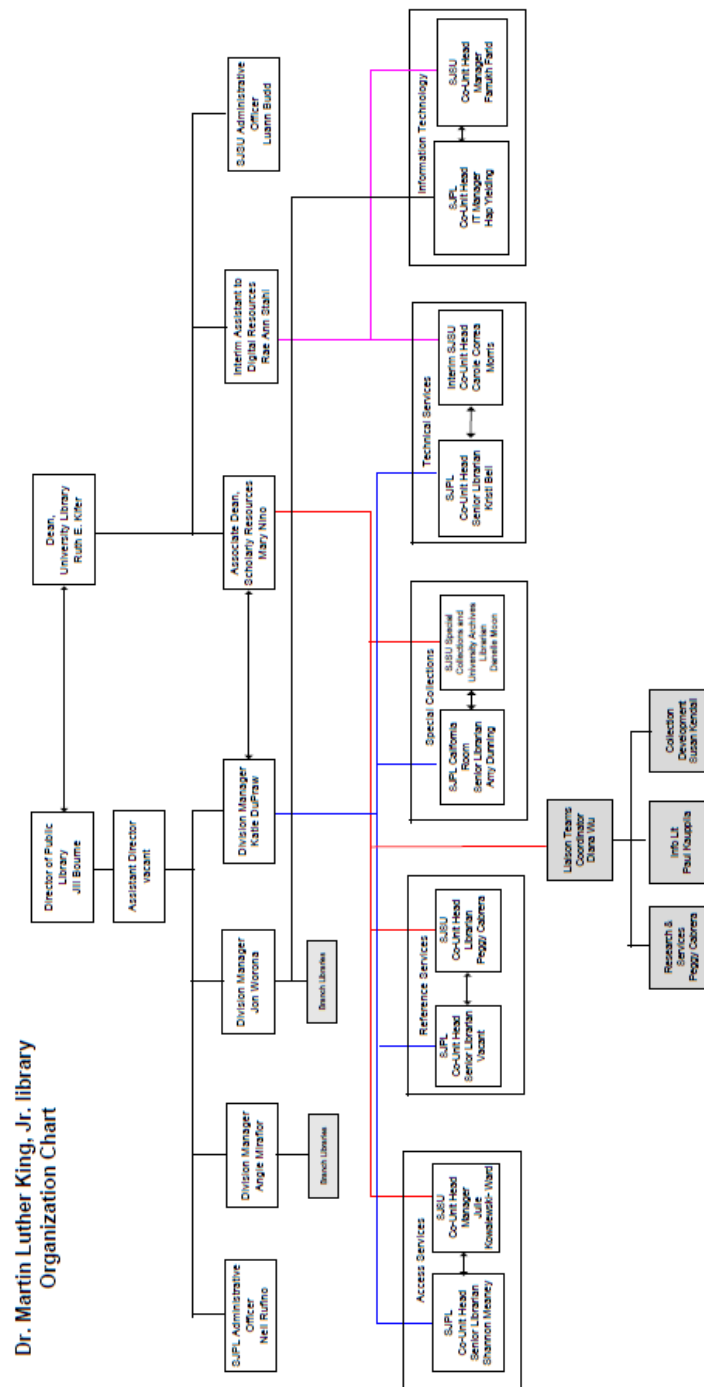




## Appendix E – Library Committees

<b>Library Committees</b>	
<b>Committee/ Task Force Name</b>	<b>Type</b>
All Teams, Academic Services	SJSU only
Building Emergency Team	Joint
Canvas Working Group	SJSU only
Collection Management Team	SJSU only
Copyright/Fair Use Advisory Council	SJSU only
Cultural Heritage Center Advisory Board	Joint
Digital Futures Advisory Council	SJSU only
Faculty Leadership Group	SJSU only
First Level Personnel Committee	SJSU only
Information Literacy Team	SJSU only
King Management Team	Joint
King Operations and Services Team	Joint
King Reference Unit	Joint
Library Faculty Leadership Group	SJSU only
Library Faculty Professional/Sabbatical Leave Review Committee	SJSU only
Library WASC Task Force	SJSU only
LibAnswer	Joint
Post-Tenure Review	SJSU only
Professional Development & Training Council	SJSU only
Reference & Research Services Team	SJSU only
Second Level Personnel Committee	SJSU only
Senior Management	SJSU only
Sierra Management Group	Joint
Social Media Task Force	SJSU only
University Library Leadership Team	SJSU only
Web Team	SJSU only
Web Team	Joint

# Appendix F – King Library Organization Chart





# Appendix G – Faculty Publications

## University Library Faculty Publications 2008-2013

- Agee, A. and Mune, C. (2013, January). Renew, reuse, recycle: One university's multi-front war on the high cost of textbooks. *Proceedings of the 11<sup>th</sup> Annual Hawaii International Conference on Education*, Honolulu, Hawaii, January 6-9, 2013. (pp 3562-3571)
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# Appendix H – Faculty Book and Database Reviews

## University Library Faculty Book and Database Reviews 2008-2013

### BOOK REVIEWS

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- The Language of Blood: The making of Spanish-American Identity in New Mexico, 1880s-1930s by John M. Nieto-Phillips. *REFORMA Newsletter* (Reseñas/Book Reviews, Winter 2010)
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Goldman, C.

- Miss Anne in Harlem: The White Women of the Black Renaissance, by Carla Kaplan. *Library Journal* 138 (forthcoming).
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# Appendix I – Vision Strategy Statement

## SAN JOSÉ STATE UNIVERSITY DR. MARTIN LUTHER KING, JR. LIBRARY VISION-STRATEGY STATEMENT

### INTRODUCTION

The 21<sup>st</sup> century university library is both a virtual and a physical space for intellectual exploration and the acquisition of knowledge – a network of information that far exceeds the boundaries of the walls of the building and one that is ubiquitous throughout the spaces in which a student leads her/his life. The physical space of the 21<sup>st</sup> century library is a vibrant learning space where students collaborate, create, study, and explore an ever-growing world of ideas and information in every format – digital, audio, video, print and beyond. As the library's role as a repository for the print book diminishes and as digital books, e-journals, streaming video and audio are the preferred format of today's learner, university libraries must re-purpose the spaces previously occupied by millions of print books, which are now available electronically or physically from other regional libraries. These new spaces require careful design with student learning as the outcome, are embedded with the constantly changing technology of the day, and provide attractive, modular and mobile furnishings to meet the learning styles of the 21<sup>st</sup> century student in higher education. The Dr. Martin Luther King, Jr. Library (King Library), a partnership between the University and the City of San José is a dynamic joint-use library in the midst of the transformational change.

### JOINT LIBRARY

The Dr. Martin Luther King, Jr. Library is a joint university and public library created by the collaboration of San José State University (SJSU) and the City of San José. The total physical circulating collections of the joint library are available for checkout by members of the university community and the general public. Most service desks in the King Library are merged service units where members of the public and the university may access assistance in using the resources of the library. Although services and access to physical collections are open to all and staffed in a merged fashion, the collections themselves are located on distinctly different floors and retain the home institution's ownership insignia. The operation of the joint library is guided by the **Agreement for Ownership and Operation of the Joint Library Building** (1998) and amendments. All changes to the physical spaces of the building must be negotiated and agreed upon by both parties. This has not precluded modifications to the building during the ten years that the library has been open, nor will it in the future. It does, however, require consultation, deliberation and agreement by both parties.



## STRATEGIC OUTCOMES MOST IMPORTANT FOR SJSU

SJSU President Qayoumi states his top three priorities as follows: Number One - Student Success; Number Two - Student Success; and Number Three - Student Success. Student success, retention and graduation are the strategic outcomes most important to San José State University. The **SJSU Retention and Graduation Initiative Report** (2011) reinforces the University's commitment to improve student progress towards graduation and to help under-represented students complete college. In this report, the library's collections, services and instruction in information literacy are highlighted as integral to student success. The University's **Strategic Plan 2017** identifies five major goals for the university. These are 1) Unbounded Learning; 2) Spartan Pride; 3) Helping and Caring; 4) Agility through Technology; and 5) 21<sup>st</sup> Century Learning Spaces. The University Library has this year drafted the University Library Plan 2017 to align with the University's goals. The library services and collections support all of the goals, notably Unbounded Learning, 21<sup>st</sup> Century Learning Spaces, and Agility through Technology. Enhanced learning spaces within the King Library also support Spartan Pride and Helping and Caring.

San José State University is a national leader in the exploration of alternative delivery of educational content to students. An increase in the number of online courses, as well as current collaborations with Udacity and EdX are evidence of the University's commitment to the transformation of the delivery of education. The library is a key support for all academic programs, both face-to-face instruction, as well as online instruction. The library's aggressive move to e-books, e-journals, resource sharing, and streaming video and audio, positions the library to continue to support all faculty and students regardless of the mode of educational delivery. In addition to student success, the library supports faculty success in teaching, research, development of courses, identification of online educational resources as alternatives to costly print textbooks, grant proposal development, legal use of copyrighted materials, and the curation and dissemination of faculty scholarship.

## CURRENT STATUS OF LIBRARY RESOURCES AND SERVICES

The joint King Library physical collections (both owned by the public library and the university library) number over 1.6 million print volumes. Of that total, over 1.3 million volumes are owned by the university library. The university library print and digital collections support all of the academic departments in the eight colleges: College of Applied Sciences and Arts, College of Business, College of Education, College of Engineering, College of Humanities and Arts, College of Science, College of Social Sciences, and the College of International and Extended Studies. Library resources in print and digital formats support all programs, with an increasing number of digital resources available in all disciplines. Some disciplines continue to rely more heavily on print monographs, namely those disciplines falling within the humanities, arts and

social sciences. Even in these disciplines more and more is being distributed in digital format every year, making maintenance of both print and digital collections essential.

Collections are housed on the nine floors of the over 475,000 square foot building. The lower level (33,767 square feet of usable space) of the library contains close to 69,000 linear feet of compact shelving, now housing back files of print periodicals (most now available in digital databases licensed by the university library), government documents many now available freely in digital format, outdated print indexes, historical children's collection and storage for academic affairs and special collections. With the appropriate withdrawal of some of these duplicate materials, the King Library compact shelving could be made available for print book storage of materials from the upper floors of the library, thus freeing space for student learning and collaboration. Although most of the materials housed in this compact shelving is owned by the university library, the public library also uses the space for storage of little used materials and use of the space (if any were to be available) by surrounding CSU libraries would require negotiation with the SJPL).

The first floor (21,198 square feet of usable space) of the King Library houses the current bestsellers, new books, media, and children's books owned by the public library. The third floor (37,520 square feet of usable space) of library houses the majority of the public library collections, including all of the fiction, nonfiction and foreign language materials of the public library's downtown branch. The second floor (25,049 square feet of usable space) houses the combined print reference collection. The fourth floor (18,650 square feet of usable space) houses the university's educational resource collection. The fifth floor (14,036 square feet of usable space) houses both university and public library special collections and the university's music collections. Floors six (33,239 square feet of usable space), seven (34,886 square feet of usable space) and eight (35,183 square feet of usable space) house university collections, with the majority of the space allocated to book stacks. Although there is sufficient room to house the current collections with some room for growth, the collections are extremely impacted in some areas, with empty shelving in other areas. A shift of the collections to more evenly distribute the books throughout the stacks is cost prohibitive, and not considered cost efficient, since the circulation of university print books by university students and faculty continues to decline while the use of e-books increases dramatically.

In order to commence a thoughtful and consultative de-selection and re-location initiative in compliance with SJSU Academic Library Policy S03-5, the SJSU library will need additional funds to support the analysis of the collection, the physical pulling of books for de-selection or move to storage, the removal of bibliographic records from the integrated library system (online catalog), the physical processing to withdraw or relocate, and the move of the books. Additional costs will be incurred to take down selected stacks from the upper floors of the library, to repair or replace carpeting, install new lighting (lighting is now attached to the shelving), purchase new

furnishings, embed technology, and design service areas for academic support services new to the library space. Importantly, the service of an interior designer, with experience designing student learning spaces, is needed to design newly created library student spaces. It is difficult to determine an accurate quote for the costs that may be incurred prior to the analysis of the collections, which will take place during the summer of 2013.

To date, three areas in the library have had shelving removed and the space re-purposed for students and other library users to collaborate and study. Those spaces are: 1) the SJSU Student Learning and Research Commons (approximately 5,000 square feet) on the Mezzanine of the Library; 2) a student and other library user collaboration and study space on the second floor (1,766 square feet) created with the relocation of outdated print indexes to compact shelving; and 3) the move of the SJSU library student computer services center to the fourth floor (650 square feet), opening space on the lower level for Peer Connections (student tutoring services) to provide services in the newly created Spartan Collaboration Room.

## **VISION OF FUTURE LIBRARY SERVICES AND RESOURCES**

### **TIER ONE LEARNING COMMONS:**

The University Library has identified four major initiatives for re-purposing library spaces. The over-arching goal is to create a state-of-the-art Student Learning and Research Commons environment throughout the library. Prior to the collection analysis which will indicate the degree to which the library can de-select or re-locate print books and remove book stacks, three learning commons projects can occur in spaces now ready for re-purposing. In January 2013, the first SJSU Student only space, the **SJSU Student Learning and Research Commons** opened on the Mezzanine level of the library. This was accomplished at relatively low cost because new furnishings and a full complement of technology were not purchased. Still needed in this commons area are the following: Four Media Scape Collaboration Stations for students to share information among individual laptops to a common monitor (\$75K); Staff modular workstation, computer hardware, software and printers (\$75K); Student modular collaboration tables to replace stationary tables (\$75K); Digital Signage (\$75K); Total: approximately **\$300,000**.

The second space ready for re-purposing to a learning commons environment is the fourth floor of the library. Currently, this floor houses the Educational Resource Center which contains state approved textbooks for K-8 public schools. The State of California will resume the approval process for K-8 textbooks for the 2015-2016 school year. In the interim, deliberations are underway regarding the move of this collection to the seventh floor where the rest of the education collection is housed. This is in response to the College of Education faculty's request that all education collections be located in one area. The SJSU Student Computer Services Center which checks out laptops and digital tablets was moved to this floor a year ago. Still

needed for the **Fourth Floor Learning Commons** are the following: Enhanced lighting and electrical work for technology and charging stations (\$245K); Student modular collaboration tables to replace stationary tables throughout the fourth floor (\$100K); Digital editing stations with large monitors and furnishings (\$100K); Mac workstations and PC workstations with large screen monitors and multi-seat furniture per station (\$100K); Construction of modular student presentation room and student technology trainer consultation room (\$100K); Removal of stacks holding the educational resource collection for re-location or de-selection after consultation with the College of Education (\$5K). Total: approximately **\$650,000**.

#### TIER TWO LEARNING COMMONS:

The King Library currently has 40 group study rooms. These rooms are furnished with table and chairs only, with no technology or even white boards for collaborative work by students or other library users. The re-purposing of these rooms into smart collaboration and presentation rooms would provide LCD screens, audio-visual equipment, projection and recording devices, video camera, digital meeting room software (to lock and book rooms) and room-use signage (\$850K); Construction of two glass-walled student collaboration and presentation rooms with 40" monitors, high-end collaboration software, audio capabilities and teleconferencing (\$500K); total **\$1,350,000** (the number of meeting rooms re-purposed can be decreased if required by the budget).

#### TIER THREE LEARNING COMMONS:

Tier Three re-purposing projects would be possible after the de-selection of print books, either for withdrawal or for re-location to the lower level compact shelving, or to nearby California State University campus libraries with automated retrieval storage units. Sections of floors six, seven and eight could be re-purposed into learning and research commons with collaborative technology stations, digital editing stations, mobile workspaces, enhanced desktops, a presentation studio, student and faculty lounge spaces and staff assistance spaces. **\$3M Plus**

**\*\*These are ball-park cost estimates and do not include the costs for a design consultant, university facilities fees, or other costs. Cost estimates will be gathered as funding is identified. The requirements of the joint library operating agreement will necessitate the services of an interior design consultant so that the look and feel of the library furnishings remains consistent.**

#### STUDENT ACADEMIC SUCCESS SERVICES:

Student Academic Success Services (SASS) is located in a number of different locations across campus. There is a growing synergy between library services and SASS and many possibilities

exist for creating service areas for these services within the library. The first attempt at doing this occurred in April 2013 with the provision of library space to Peer Connections (student tutoring services) and will be evaluated over the next year. Discussions with other academic support services will commence in the coming academic year including the Writing Center. Repurposed library space is possible particularly on those floors of the library designated as university space. (Please see attached list of SASS units).

## **CURRENT STUDENT SUPPORT AND COMMUNITY SERVICES IN THE LIBRARY**

University (external to the library) Organizations located in Library:

1. SJSU Peer Connections
2. Center for Accessible Technology
3. Martha Heasley Cox Center for Steinbeck Studies
4. Ira F. Brilliant Center for Beethoven Studies
5. Sourrisseau Academy for State and Local History

San José Public Library Organizations:

1. Partners in Reading (literacy and adult tutoring)
2. Books Aloud (volunteer reading of books for visually impaired)
3. Lawyers in the Library
4. Social Workers in the Library
5. Tax Assistance in the Library (seasonal)

Jointly Sponsored:

1. On Fourth Café (Spartan Shops)
2. Friends of the Library Bookstore (supports King Library special projects)

May 22, 2013

# Appendix J – Base Budget 2008-2013

BASE Budget - Library Beginning CSUOF (General Fund) Allocation

	<b>CSUOF</b>	<b>Lottery</b>	<b>TOTAL</b>	
<b>2008-2009</b>	\$ 8,584,891		\$ 8,584,891	
<b>2009-2010</b>	\$ 8,297,796		\$ 8,297,796	\$ (287,095)
<b>2010-2011</b>	\$ 7,175,966	\$ 551,669	\$ 7,727,635	\$ (570,161)
<b>2011-2012</b>	\$ 5,216,785	\$ 1,900,000	\$ 7,116,785	\$ (610,850)
<b>2012-2013</b>	\$ 4,882,397	\$ 1,900,000	\$ 6,782,397	\$ (334,388)
			<b>TOTAL:</b>	<b>\$ (1,802,494)</b>

Beginning BASE Budget per Academic Affairs division Budget Binder

Includes Work study

Lottery Funds part of BASE beginning 2011-12

# Appendix K – All Funds Budget

"ALL FUNDS" -- Library Final, Year-End Allocation - includes one-time funding

	CSUOF	Lottery	CERF	IRA/SSETF	TOTAL	Reduction from prior year
<b>2008-2009</b>	\$ 8,718,152	\$ -	\$ 120,000	\$ 896,515	\$ 9,734,667	
<b>2009-2010</b>	\$ 8,032,302	\$ -	\$ 120,000	\$ 789,838	\$ 8,942,140	\$ (792,527)
<b>2010-2011</b>	\$ 7,073,039	\$ 551,669	\$ 120,000	\$ 769,319	\$ 8,514,027	\$ (428,113)
<b>2011-2012</b>	\$ 5,247,422	\$ 1,900,000	\$ 925,744	\$ 794,805	\$ 8,867,971	\$ 353,944
<b>2012-2013</b>	\$ 5,325,430	\$ 1,900,000	\$ 1,054,464	\$ 798,915	\$ 9,078,809	\$ 210,838
					TOTAL:	\$ (655,858)

Includes prior year encumbrance roll



# Appendix L – Instructional Related Activities and Student Success, Excellence and Technology Fees

## **IRA (Instructionally Related Activities) and SSETF (Student Success, Excellence and Technology Fee)**

The library began receiving IRA fees Spring 2005. The students voted to pay an Instructional Related Activities fee of \$13.16 to support the library.

In 2012-13, the Library's IRA fee became part of the new Student Success, Excellence and Technology Fee (SSETF)

	IRA/SSETF Revenue	Transfer Out *	Net Funding for Library
2008-09	\$ 896,515	\$ 156,504	\$ 740,011
2009-10	\$ 789,838	\$ 156,504	\$ 633,334
2010-11	\$ 769,319	\$ 156,504	\$ 612,815
2011-12	\$ 794,805	\$ 156,504	\$ 638,301
2012-13	\$ 798,915	\$ 156,504	\$ 642,411

Note: The Library transfers funding to UPD and College of Humanities & Arts to support (i) Extended Study Hours (\$64,444) for students and (ii) the Beethoven Center ( \$21,840) and (iii) the Steinbeck (\$70,220) Center.

# Appendix M – SSETF Funding Request

## 2013



**Dr. Martin Luther King, Jr.  
Library**

One Washington Square  
San Jose, CA 95192-0028

[www.sjlibrary.org](http://www.sjlibrary.org)

The California State University:  
Chancellor's Office  
Bakersfield, Channel Islands, Chico,  
Dominguez Hills, East Bay, Fresno,  
Fullerton, Humboldt, Long Beach,  
Los Angeles, Maritime Academy,  
Monterey Bay, Northridge, Pomona,  
Sacramento, San Bernardino, San Diego,  
San Francisco, San José, San Luis Obispo,  
San Marcos, Sonoma, Stanislaus

April 2, 2013

To: Ellen Junn, Provost and Vice President Academic Affairs

From: Ruth Kifer, University Library Dean

Re: SSETF Funding Requests

I have attached four proposals from the Library in response to the call for SSETF proposals. The Library is submitting two proposals for continuing base funding. (The first is for continuing base funding to bring the Library's total SSETF base to the original IRA fees voted on by SJSU students. The second is a proposal for an increase to the base budget.) The Library is also submitting two proposals for one-time SSETF funding. Priorities are as follows:

#### **Priority One: \$ 35,563**

**Base Funding for 2 months salary and benefits for existing IRA positions**  
This proposal is to fund 2 months of salary and benefits for staff positions paid by the old IRA fees. In 2012-13, the positions were funding for two months by IRA (July-Aug) and 10 months by SSETF (Sept-June). Going forward, these positions will need to be fully funded by the SSETF fee. Adding this request for \$35,563 to the current continuing base funding the library receives, will bring the total base support to the equivalent of \$13.16/headcount. These positions enable the library to provide the services the students requested when the Library's original IRA fee was passed.

#### **Priority Two: \$28,200**

**Increase to Base Funding to fill technology staff position**  
In order to fill one of the IRA funded staff vacancies at an ITC classification creating a technology trainer for students using Library technologies, the Library is requesting an increase in the base to cover the salary difference. Training in new technologies will be provided to SJSU students and library staff only (not public library patrons).

#### **Priority Three: \$200,000**

This proposal is for funding to increase the number of laptops available for check out to students in the library. Laptops and ipads are available for in library use as well as for one week check out. The current supply of laptops and ipads is depleted by 11:00 a.m. daily. This equipment is necessary for SJSU students who do not have their own equipment so that they can access the growing number of ebooks and other digital information resources provided by the library.

#### **Priority Four: \$112,221**

This proposal will add over 7,000 ebooks to the current ebook collection of approximately 130,000 titles. Electronic books are heavily used by SJSU undergraduate and graduate students, as well as by faculty. This funding will support the Library's affordable learning solutions, helping to eliminate financial barriers faced by students.

# Appendix N – CSUOF Funding Request 2013

## San José State University OP FUND Budget Request- FY 2013/14 (One-time Requests Only)

Division: Academic Affairs Division Priority: 1 of 5  
 College/Dept.: Library Dean/AVP Approval: Ruth Kifer  
 Contact Person: Luann Budd DeptID: 1015 Ph: Aug-50

Title of Proposed Project: Library Learning Commons

Indicate which Vision 2017 Priority(ies) this request fulfills:

- ☒ 21st Century Spaces ☐ Spartan Pride  
☒ Agility Through Technology ☒ Unbounded Learning  
☐ Helping and Caring

Base Request		One-Time Request	
Staff/Faculty Salaries*:		Staff/Faculty Salaries*:	
(summarize by job title)	\$0.00	(summarize by job title)	\$0.00
	\$0.00		\$0.00
	\$0.00		\$0.00
	\$0.00		\$0.00
	\$0.00		\$0.00
Benefits (42%):	\$0.00	Benefits (42%):	\$0.00
Other Salary**:	\$0.00	Other Salary**:	\$0.00
<b>Sub-Total Compensation</b>	<b>\$0.00</b>	<b>Sub-Total Compensation</b>	<b>\$0.00</b>
Supplies:	\$0.00	Furnishings	\$602,315.00
Other (specify):	\$0.00	Technology	\$328,000.00
	\$0.00	Facilities	\$334,000.00
	\$0.00		\$0.00
<b>Sub-Total Supplies</b>	<b>\$0.00</b>	<b>Sub-Total Supplies</b>	<b>\$1,264,315.00</b>
Total Base w/o benefits	\$0.00	Total One-Time w/o benefits	\$1,264,315.00
<b>Total Base Request</b>	<b>\$0.00</b>	<b>Total One-Time</b>	<b>\$1,264,315</b>
<b>Total Funds Requested:</b>		<b>\$1,264,315.00</b>	

\*Complete the Details section on page 2 for all salary dollars requested.

\*\*Other Salary includes student assistants, temporary/seasonal workers, shift differentials, etc.

Briefly describe the program/project and purpose for which funds are being requested:

The University Library requests one-time funding to re-purpose three distinct spaces in the library in support of the California State University (CSU) Library of the Future Taskforce (LOFT) initiative. These newly refurbished spaces require careful design with student learning and success as the outcome. They will be furnished with up-to-date technology, and attractive, modular furniture to meet the learning styles of 21st century university students. This request will complete the TIER ONE LEARNING COMMONS goal as described in the Dr. Martin Luther King Jr. Library LOFT Vision-Strategy Statement (attached). The three library spaces that will be re-purposed are as follows: 1) Fourth floor of the library will be converted to a learning commons (book collection will be weeded and relocated to the seventh floor education collection, book stacks removed, the following rooms created – technology training classroom, technology trainer consultation room, two student technology rooms, modular furnishings added throughout to complement current furnishings, electricity expanded for the use of digital and mobile technology, new lighting installed, and art tracks added to the walls); 2) Mezzanine- the SJSU Student Learning and Research Commons will be completed with new modular collaboration furnishings; and 3) Spartan Collaboration Room on lower level will be furnished with modular collaboration furnishings for use by groups of students and Peer Connections tutors.

**Describe the critical need for this funding request and the campus goal that will be met with the program/project.**

This funding request is critical to the ongoing transformation of the library into a 21st Century student-centered learning and collaboration space and to reflect the marked decrease in the use of the print collections by the university community and the concurrent increase in acquisition and use of electronic resources including electronic databases and e-books by undergraduates, graduate students and faculty. This re-purposing project supports SJSU Vision 2017 goals of Unbounded Learning, 21st Century Learning Spaces and Agility through Technology. It will set the foundation for future transformation of the library as the print collections continue to decrease in significance and the electronic collections rapidly increase in use.

These three library spaces will set the model for future re-purposing of library spaces as the CSU moves forward with a system-wide shared book collection and the subsequent de-accessioning of books and removal of stacks on the sixth, seventh and eighth floors of the university library. Because the SJSU Library is a partner with the SJPL Library it is necessary that all changes to the facility and any new fixtures be of the same quality and similar design to maintain the look and feel of the overall building. Thus, interior designers from the company that furnished the building at construction have developed a proposal for these library spaces (see attached).

**Describe the expected outcomes and provide the timeline of activities (feel free to include attachments):**

Work necessary to remove the book stacks from the fourth floor is underway. The liaison librarian for education has consulted with the College of Education and after streamlining the fourth floor collection, the remaining books will be moved to the seventh floor education collection which will also be streamlined as a part of the project. The fourth floor stacks will be empty and ready to be disassembled and removed by mid-August. Library technical services staff will remove the necessary records from the online library catalog this summer. When funding is approved, an RFP can be issued for the electrical and lighting portion of the project and a final proposal/quote for furnishings can be requested. If these preliminary tasks are completed in a timely manner, the work for all three spaces could be completed by the end of the 2013/2014 fiscal year.

**Provide a description of the data or evidence to be collected showing the impact of the results or whether the desired outcomes have been achieved:**

Upon completion, statistics will be gathered showing the use of the discreet learning spaces created including one-on-one student consultations with librarians, technology classes taught, checkouts of laptops and tablets from the existing student computer center and the overall use of all learning spaces. Increased use of technology in library learning spaces is expected to support student success and contribute to an improved graduation rate.

**Detail of Base Staffing Request:**

Position title	Job Code	Anticipated Hiring Date	Annual Salary	FTE	FY12/13 Salary Requested
Total Requested			\$ -	-	\$ -

**Detail of One-time Staffing Request:**

Position title	Job Code	Anticipated Hiring Date	Annual Salary	FTE	FY12/13 Salary Requested

# Appendix O – CSUOF Funding Request

## 2014

**SAN JOSÉ STATE  
UNIVERSITY**

**Dr. Martin Luther King, Jr. Library**

Office of the Dean

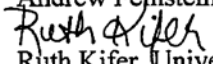
Ruth Kifer

One Washington Square  
San José, California 95192-0028  
Voice: 408-808-2419  
Fax: 408-808-2141  
Ruth.Kifer@sjsu.edu

[www.sjsu.edu](http://www.sjsu.edu)

Date: February 21, 2014

To: Andrew Feinstein, Interim Provost/VP Academic Affairs

From:   
Ruth Kifer, University Library Dean

Re: CSUOF Funding Requests

I have attached four proposals in response to the call for CSU Operating Fund proposals:

**PRIORITY ONE: 4<sup>th</sup> Floor Library Learning Commons and Writing Center - \$1,053,433**

This project was initially proposed in the 2013-2014 call for proposals. The project will update all of the furnishings in the Learning Commons; create a technology suite, partially funded with donor funds, which will include a visualization wall and student editing stations for video and audio. The floor will also include a newly consolidated and greatly enlarged writing center in a central location where students can avail themselves of writing assistance in the same building where they receive instruction in conducting research. Locating the writing center in this space is the result of preliminary conversations with the Dean of Humanities and Arts and the AVP for Student Academic Success Services. Enhancements on this floor are programmatic and involve little in the way of real facilities modification. All walls added would be modular and less than ceiling high, lighting is needed only because the previous lighting was stack dependent, and additional power is needed to accommodate the 21<sup>st</sup> century technology. This project is a significant improvement to the library facility which will benefit all of the students on campus, regardless of major.

**PRIORITY TWO: SJSU Collaboration Room Technology Enhancements - \$113,645**

This SJSU student only space on the lower level of the library currently has no technology installed at all. This space, once equipped with technology will serve as a bookable space for student success workshops sponsored by Peer Connections, other tutoring centers, student success centers in the colleges and other student support services. This learning and collaboration space will benefit all students on campus.



# Appendix P – SSETF Funding Request

## 2014

**SAN JOSÉ STATE  
UNIVERSITY**

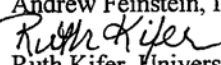
Dr. Martin Luther King, Jr. Library  
Office of the Dean  
Ruth Kifer

One Washington Square  
San José, California 95192-0028  
Voice: 408-808-2429  
Fax: 408-808-2141  
Ruth.Kifer@sjsu.edu

www.sjsu.edu

Date: February 20, 2014

To: Andrew Feinstein, Interim Provost/VP Academic Affairs

From:   
Ruth Kifer, University Library Dean

Re: SSETF Funding Requests

I have attached two proposals from the library in response to the call for SSETF proposals. One proposal is for \$400,000 for electronic resources for base SSETF budget for the library. The second proposal is for one time SSETF funding for the digitization of pre-1989 student masters theses and for the digitization of the archive of the student newspaper, The Spartan Daily. Priorities are as follows:

PRIORITY ONE: \$400,000 - Base

The availability and use of digital books and journals and streaming audio and video has increased significantly over the past several years. The library seeks \$400,000 to increase the one-time purchase of these formats and to meet the ongoing inflationary costs for annual licenses to electronic research and scholarly materials. Many packages of such digital materials are marketed as one time purchases which will permit the library to increase the number of titles available while making it possible to continue to pay annual inflationary increases for those packages that have annual licensing costs. Over time fewer one time purchases will be made as the inflationary costs of annual licenses continue to increase. Adding this funding to the SSETF base for the library directly supports student success and graduation.

PRIORITY TWO: \$234,125 – One Time

The SJSU institutional repository, ScholarWorks, provides digital access to student and faculty scholarship to anyone with access to the internet. A google search for a specific topic will result in a listing of web sites including the SJSU Scholar Works and a master's thesis on that topic. To date, only theses completed after 1989 have been made available digitally in the institutional repository. This proposal for funding would complete the retrospective digitization of the pre-1989 theses, thus supporting student success. Many of the thousands of hits to these theses are by current students who will be preparing their own thesis for graduation. This funding would also permit the digitization of the Spartan Daily back to 1934, again providing digital access to this historical document chronicling the university and student life during that period of time. As the proposal indicates the newspapers from the short span of years now provided have been accessed a significant number of times.

# Appendix Q – Memo From Provost Selter



October 4, 2011

## Office of the Provost

Gerry Selter  
Provost & Vice President  
for Academic Affairs

Charles Whitcomb  
Vice Provost  
Academic Administration & Personnel

Colleges of:  
Applied Sciences & Arts  
Business  
Education  
Engineering  
Humanities & the Arts  
Science  
Social Sciences

Offices of:  
Academic Planning & Budgets  
Academic Technology  
Faculty Affairs  
Graduate Studies & Research  
Institutional Research  
International & Extended Studies  
Student Academic Success Services  
Undergraduate Studies  
University Library  
University Research Foundation

One Washington Square  
San José, California 95192-0020  
Voice: 408-924-2400  
Fax: 408-924-2410  
E-mail: provost@sjsu.edu

www.sjsu.edu

TO: College Deans

FROM: Gerry Selter, Provost and Vice President  
Division of Academic Affairs

A handwritten signature in black ink, appearing to read "Gerry Selter".

RE: Special Sessions and Open University Distributions for  
MLK Library

After careful review and analysis, I have determined that beginning with FY 2011-12, the MLK Library will receive an annual allocation based on 3.43% of the Colleges share of Special Sessions revenue and 5.34% of the Colleges Open University revenues. For 2011-12, a total of \$727,754 (\$431,850 Special Sessions + \$295,904 Open University) will be distributed to MLK from the Provost's Reserve fund.

Beginning with FY 2012-13, the MLK distributions for Special Sessions and Open University will be made annually from College revenue funds.

For Special Sessions, the total 2009-10 operational cost identified by MLK was divided into the total 2010-11 College Special Sessions Revenue to arrive at a fixed annual percentage distribution to MLK Library of 3.43% (\$431,850/\$12,592,691).

For Open University, the total adjusted 2009-10 operational costs of \$5,541,276 (\$6,099,248 - [\$488,940 Access Services Staff] - [\$69,032 Policies and Administration MPP]) identified by MLK was multiplied by 5.34% (the percentage of 2009-10 Open University Students) to arrive at a total distribution amount of \$295,904 (\$5,541,276\*5.34%) to the MLK Library.

Fifty percent of the Open University distribution, or a fixed amount of \$147,952 (\$295,904\*.50), will be funded by the Provost's Reserve on an ongoing basis. The remainder 50%, or \$147,952, was divided into the total 2010-11 College Open University Revenue of \$976,717 to arrive at a fixed annual percentage distribution to MLK Library of 15.15% (\$147,952/\$976,717).

All revenue distributions will be pro-rata to Colleges based on unique students by program per year.

Annual distributions to the MLK Library, with supporting documentation will be provided by the Academic Planning and Budgets Office of the Provost. The total reimbursement amounts will be based on prior Fiscal Year actual Special Sessions revenue generated, and will be distributed in the Fall semester of each subsequent fiscal year.

Thank you, and please let me know if there are any questions.

cc: Natalie Harding, Director of Academic Budgets

The California State University:  
Chancellor's Office  
Bakersfield, Channel Islands, Chico, Dominguez Hills,  
East Bay, Fresno, Fullerton, Humboldt, Long Beach,  
Los Angeles, Maritime Academy, Monterey Bay,  
Northridge, Pomona, Sacramento, San Bernardino,  
San Diego, San Francisco, San José, San Luis Obispo,  
San Marcos, Sonoma, Stanislaus



# Appendix R – Continuing Education Revenue Fund

## Continuing Education (CERF) funding

2003-2004	\$ 120,000
2004-2005	\$ 120,000
2005-2006	\$ 120,000
2006-2007	\$ 120,000
2007-2008	\$ 120,000
2008-2009	\$ 120,000
2009-2010	\$ 120,000
2010-2011	\$ 120,000
2011-2012	\$ 925,744
2012-2013	\$ 1,054,464

Note: Funding model changed. Library receives 3.43% of Special Session and 5.34% of Open University net profit

# Appendix S – Employee and Salary Expenditures

## Employees (fte)

	Librarians	MPPs	Subtotal Professional Staff	IT staff	Other staff	Subtotal Support Staff	Total Salaried Employees	Student Asst (fte)	TOTAL FTE
2008-09	25.4	7.4	32.8	10.6	34.4	44.9	77.8	32.8	110.5
2009-10	25.8	7.4	33.2	10.6	34.5	45.0	78.2	27.1	105.3
2010-11	23.6	7.1	30.7	6.7	30.6	37.3	68.0	23.5	91.5
2011-12	27.2	7.3	34.4	6.4	30.2	36.6	71.0	21.9	92.9
2012-13	25.5	7.9	33.4	7.0	31.7	38.7	72.1	18.5	90.6
Change from 2008	0.0	0.6	0.6	-3.6	-2.7	-6.2	-5.6	-14.2	-19.9
% Increase	0%	7%	2%						
% Reduction				-34%	-8%	-14%	-7%	-43%	-18%

## Salary and payroll expenditures

	Librarians	MPPs	Subtotal Professional Staff	IT staff	Other staff	Subtotal Support Staff	Total Salaried Employees	Student Asst	Total Salary & Payroll
2008-09			\$ 2,725,519			\$ 2,552,172	\$ 5,277,691	\$ 706,385	\$ 5,984,076
2009-10 *			\$ 2,562,524			\$ 2,350,375	\$ 4,912,899	\$ 573,258	\$ 5,486,157
2010-11 **			\$ 2,517,746			\$ 2,198,892	\$ 4,716,638	\$ 485,746	\$ 5,202,384
2011-12			\$ 2,583,988			\$ 2,183,562	\$ 4,767,550	\$ 440,395	\$ 5,207,945
2012-13			\$ 2,578,260			\$ 2,234,619	\$ 4,812,879	\$ 380,010	\$ 5,192,889
Change from 2008			\$ (147,259)			\$ (317,553)	\$ (464,812)	\$ (326,375)	\$ (791,187)
\$ Increase			\$ (147,259)						
\$ Reduction						\$ (317,553)	\$ (464,812)	\$ (326,375)	\$ (791,187)

\* 2009-2010 Furloughs

\*\* 2010-2011 Layoffs

Compiled from CSU Library Statistics Report

# Appendix T – Operating Expenses

CSUOF, Lottery, CERF, IRA, SSETF, Tower and Research Foundation Library Expenditures

	<b>Salaries</b>	<b>Acquisitions</b>	<b>Technology</b>	<b>Other OEE</b>	<b>TOTAL</b>
2008-2009	\$ 5,984,076	\$ 2,442,014	\$ 673,273	\$ 1,023,535	\$ 10,122,898
2009-2010	\$ 5,486,157	\$ 2,333,509	\$ 391,682	\$ 814,457	\$ 9,025,805
2010-2011	\$ 5,202,384	\$ 2,190,820	\$ 385,651	\$ 517,271	\$ 8,296,126
2011-2012	\$ 5,207,945	\$ 2,336,947	\$ 568,739	\$ 946,345	\$ 9,059,976
2012-2013	\$ 5,192,889	\$ 2,347,772	\$ 522,365	\$ 936,418	\$ 8,999,444

## Appendix U – Endowments: Principal and Distribution Through 2013

Endowments: Principal and Distribution through December 2013					
Endowment Name	Principal Value @ 12/31/2013	Market Value @ 12/31/2013	2013 Distribution	2014 Distribution at 4.2%	Total Available to Spend
Birkholz, Dorothy Library Endowment	20,505	22,127	755	856	856
Steinfeld Library Business Collection Endowment	27,410	27,111	925	1,050	1,050
Moore, Ruth Ann Memorial Art Collection Endowment	178,850	174,600	5,784	6,575	6,575
Library Endowment	17,410	12,775	435	494	494
Library Leadership Endowment	161,415	147,783	5,657	6,320	6,320
Goldberg, Mark Trent Endowment	42,830	41,475	1,404	1,595	1,595
Burns, Patricia Rowe CA History Library Fund	25,000	21,928	748	849	849
Whitlatch, Jo Bell History Collection Endowment	38,908	36,508	1,245	1,414	1,414
Portuguese Heritage Endowment	69,774	85,979	1,949	2,269	2,269
National Endowment for the Humanities (NEH) Challenge Endowment	750,693	885,636	22,320	25,874	25,874
Noah, Janet W. Endowment	25,000	32,104	1,092	1,237	1,237
Rolla, Genevieve Caputo Chemistry Library Endowment	25,000	27,908	948	1,118	1,118
Kaya Sugiyama Memorial Endowment	25,070	29,907	586	1,191	1,191
	<b>1,407,865</b>	<b>1,545,841</b>	<b>43,847</b>	<b>50,844</b>	<b>50,844</b>

## Appendix V – The Library Endowment

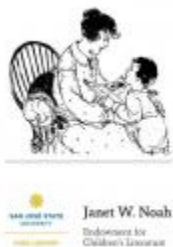
The Library Endowment at SJSU is comprised of a number of endowed funds. As a donor, you are invited to contribute to the growth and vitality of the University Library collections and services by making a gift to any of our existing endowments or by creating one of your own. For more information, contact Ruth Kifer, University Library Dean at 1-408-808-2419 or [Ruth.Kifer@sjsu.edu](mailto:Ruth.Kifer@sjsu.edu).

### Established Endowments



#### [Genevieve Caputo Rolla Chemistry Collection Endowment](#)

This endowment was established to enrich and enlarge the University Library's chemistry collection for teaching, learning, and research. Funds will support acquisition of print and electronic chemistry books as well as digital chemistry information resources and databases.



#### [Janet W. Noah Endowment](#)

The purpose of this endowment, created in memory of Janet W. Noah, is to enable the University Library to enrich and enlarge its treasury of children's literature and to develop its collection of information resources on the study of teaching of children's literature.



#### [Jo Bell Whitlatch History Endowment](#)

Established in honor of the University's Associate Dean upon her retirement in 2006, this fund supports the growth of the library's holdings in history.

[See all items purchased with this fund](#)



### [Kaya Sugiyama Memorial Endowment](#)

This endowment has been established to benefit the King Library and the College of the Social Sciences. The funds will specifically support the Asian American Studies Center Collection and the Chicano Studies Center Collection of the Cultural Heritage Center of the King Library at San José State University.



### [Library Leadership Endowment](#)

The purpose of the fund is to provide financial support to expand and enhance all subject areas of the University Library collections, including but not limited to traditional print media, digital resources and video/audio formats.

[See all items purchased with this fund](#)



### [Mark Trent Goldberg Endowment](#)

This fund was created in memory of Mark Trent Goldberg, the late Executive Director of the Ira and Leonore Gershwin Trusts, and supports the library's musical theatre collection.

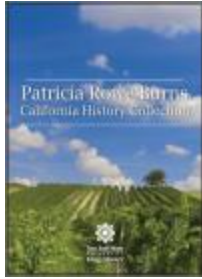
[See all items purchased with this fund](#)



### [National Endowment for the Humanities](#)

The purpose of this endowment is to strengthen and enrich our humanities digital collections, which are accessible to the SJSU community, as well as our public visitors.

[See all items purchased with this fund](#)



### [Patricia Rowe Burns California History Collection Endowment](#)

This fund was established by a fifth-generation Californian, Patricia Rowe Burns, to encourage others to develop interest and research in California history, particularly of the early Spanish and French settlers.

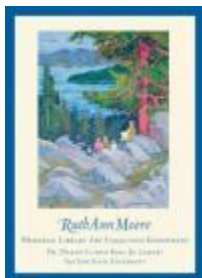
[See all items purchased with this fund](#)



### [Portuguese Heritage Collection Endowment](#)

A fund established in partnership with the Portuguese American community, this endowment will allow the King Library to significantly enhance its holdings in all areas of Portuguese literature, art, history and social studies, and allow for the expansion of its cultural heritage collections.

[See all items purchased with this fund](#)



### [Ruth Ann Moore Memorial Art Collection Endowment](#)

This fund supports the art, design, art history, and graphic arts collections and was established in 2005 in memory of book lover and one of King Library's first docents, Ruth Ann Moore.

[See all items purchased with this fund](#)

## Pre-Endowments (Principal less than \$25,000)



### [King Library Digital Collections Pre-Endowment](#)

This pre-endowment fund was established to support existing database subscriptions and to enhance the current collections with new subscriptions, including subscriptions for e-journals and e-books.





### Library Professional Development Pre-Endowment

This pre-endowment will support professional development opportunities for SJSU librarians and staff, making it possible for them to keep current with the trends and developments in relevant technologies, library services to diverse populations and the evolving field of librarianship.



### Library Science Collection Pre-Endowment

In honor of the largest graduate degree program at San José State, this pre-endowment was created to provide resources to support one of the most recognized library science curricula in the world.



### Nancy & Kenneth Wiener Social Work Collection Pre-Endowment

This pre-endowment was created to enable the University Library to enrich and enlarge its collections in support of teaching, learning and research in social work through the acquisition of print and electronic social work books and the licensing of digital social work information resources and databases.



### SJSU Special Collections and Archives Pre-Endowment

This pre-endowment fund was established to expand and enhance those holdings that are absolutely unique to our library, exclusive materials that are found nowhere else, including the extensive University Archives.

# Special Funds



## [Dr. Mary Condon Memorial Book Fund](#)

Established by the SJSU History Dept, this fund supports the purchase of books and other materials about English and Irish history and affairs.



## [Mildred Gentry Winters Endowment Fund](#)

Established by the SJSU History Dept, this fund supports the purchase of books and other materials focusing on California history.

Endowments are created with a donation and the establishment of a Memorandum of Understanding (MOU) outlining the purpose of the endowment. Donations under \$25,000 are considered pre-endowments, which need to be built up to a minimum balance of \$25,000 within five years of being established to become a permanent endowment. The contribution is invested and will earn interest in perpetuity. The Library uses a percentage of the accrued interest to fulfill the purpose of the endowment while the remaining interest is reinvested into the endowment to ensure continuous growth. The principal of an endowment is never spent. It is forever a source of revenue for the Library.

Book endowments can be created in the subject area of choice, and each book purchased using money from the endowment bears a specially designed, individual bookplate.

# Appendix W – Major and Minor Grants

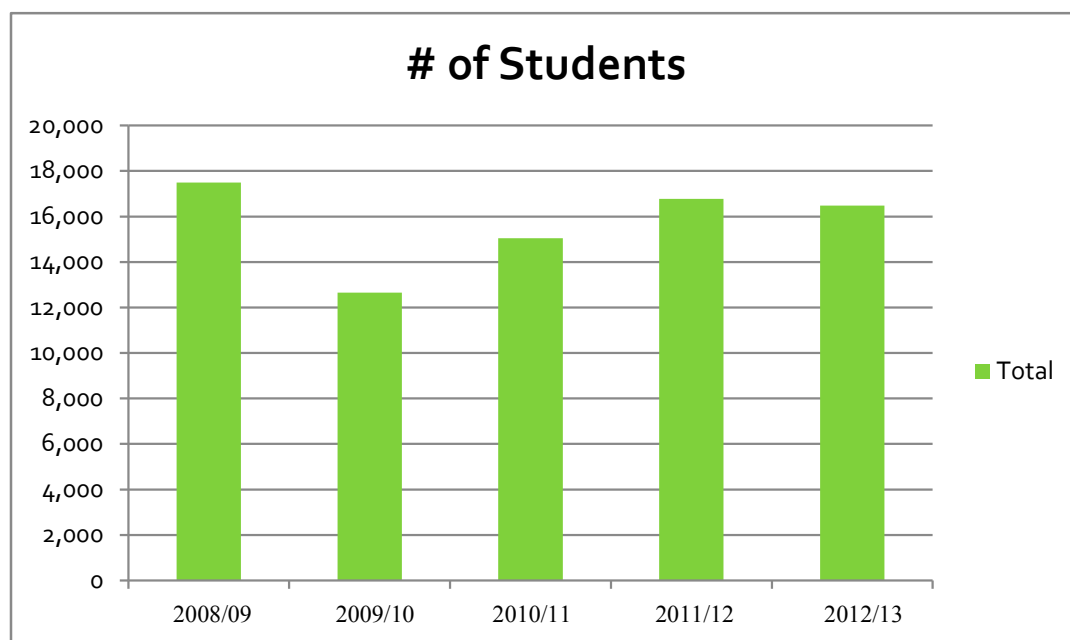
MAJOR GRANTS RECEIVED 2008-Present: San José State University Library, San José Public Library & San José State University			
Title	Description	Funding amount	Timeline
Expanding Humanities Resources in the Heart of Silicon Valley Funded by: National Endowment for the Humanities	The NEH (3 to 1) Matching Challenge Grant supports our efforts to strengthen and enrich our humanities digital collections, which are accessible to the SJSU community, as well as our public visitors.	Raised locally from 7/9/2009 to 7/24/13: \$504,335.47 / NEH will Match \$1. for every \$3. raised. The match will not exceed \$225,762.49. The combined total of local and matching funds could equal up to \$903,053.96 by July 2014.	July 31, 2009 thru July 31, 2014
Detailed Processing of the John C. Gordon & Ted Sahl Photographic Collections Funded by: National Historical Publications & Records Commission	This grant will make accessible the photographic collections of John C. Gordon (1910-1960) and Ted Sahl (1976-2008) to the scholarly and local community. Both of these collections document the rich history of the region and are widely used by scholars. This grant will provide access to approximately 20,000 new photographs and negatives.	\$99,709.00	July 1, 2010 thru June 30, 2011
Preparing a New Generation of Librarians to Serve Our Communities Funded by: Institute of Museum & Library Services	The San Jose State University (SJSU) Library and the SJSU School of Library and Information Science, in partnership with the San Jose Public Library and the National Hispanic University, will recruit fifteen people of color into SJSU's graduate program of library and information science, provide full scholarships and living stipends, train them to meet the needs of diverse communities, and prepare them to serve as leaders throughout their library careers.	\$ 943,336.00	Sept. 1, 2010
Survey and Cataloging Project to Advance Access & Discovery of the SJSU Manuscript and University Archive Collections Funded by: National Historical Publications & Records Commission	The grant will support a full-time archivist to survey, catalog and encode the collection inventories of 80 manuscript and university record collections. The finding aids will be published on the On-line Archives of California.	\$150,000.00	July 1, 2008 thru June 30, 2010
Affordable Learning Solutions Initiative Funded by: Chancellor's Office, California State University System	Monies from this grant will be applied to the Textbook Alternatives Project (TAP) grant program for SJSU faculty in 2013-2014.	26000	July 1, 2013 thru June 30, 2014
Affordable Learning Solutions Initiative Funded by: Chancellor's Office, California State University System	Monies from this grant were applied to the Spring 2013 Textbook Alternatives Project (TAP) grant program; the June 2012 Affordable Learning Solutions 2-Day Workshop; stipends for SJSU faculty attending the workshop; and librarian buy-out time for the creation of the Open Educational Resources by Department online guide.	19456	July 1, 2012 thru June 30, 2013
CSU Research Funds Awards	Monies to pay a graduate student to process the survey collected in the Academic Year 2010-2011 related to the Research Project (Protocol #F1002085) approved by SJSU Human Subjects-IRB, May 24, 2010.	2520	Spring 2011

<b>San Jose State University Library</b>			
<b>MINOR GRANTS RECEIVED 2005-Present: San José State University Library, San José Public Library &amp; San José State University</b>			
<b>Title</b>	<b>Description</b>	<b>Funding amount</b>	<b>Timeline</b>
Louisa May Alcott NEH Grant	This grant supports the development of a series of Louisa May Alcott Programs.	\$2,500.00	Nov. 2011-Dec. 2012
Digital Storytelling Funded by: California State Library	This grant-funded Digital Storytelling Program focused on grass-roots leaders and other important individuals who gave voice to the Latino community in San José's past.	\$15,000.00	November 2008 thru November 2010
Pride and Passion Funded by: National Endowment for the Humanities	The African American Baseball Experience - A Traveling Exhibition to Libraries	\$2,500.00	February 27, 2010 - March 15, 2010
Soul of the People: Voices from the Writer's project-library outreach programs Funded by: National Endowment for the Humanities	This project will assist libraries in presenting public humanities programs that explore the works of the works progress admin. Writers project, such as the American Guide series of state and regional travel and culture guides, regional cultural studies, oral history, films and photographs, and the works of important authors such as Zora Neale Hurston and Saul Bellow.	\$2,500.00	Sept. 12, 15, 22, 29, & Oct. 6, 2009
SJSU RSCA grant	Supports research projects of SJSU faculty	\$5,000.00	Jan. 2012-Jun. 2013
Carnegie-Whitney	ALA grant for bibliographic projects	\$5,000.00	Jan. 2012-Jun. 2014
America's Music grant	NEH grant for public programs	\$2,500.00	Jul. 2012-Oct. 2013

# Appendix X – Information Literacy

## Instruction: # of Students

# of Students					
	2008-09	2009-10	2010-11	2011-12	2012-13
English1B	3,399	1,563	2,167	2,419	3,010
100W	3,815	3,708	4,443	4,020	4,054
MUSE	779	648	466	25	60
Lower Division	2,849	1,246	2,345	3,097	2,779
Upper Division	3,984	2,947	3,278	5,002	4,686
Graduate	2,667	2,545	2,341	2,213	1,884
<b>Total</b>	<b>17,493</b>	<b>12,657</b>	<b>15,040</b>	<b>16,776</b>	<b>16,473</b>

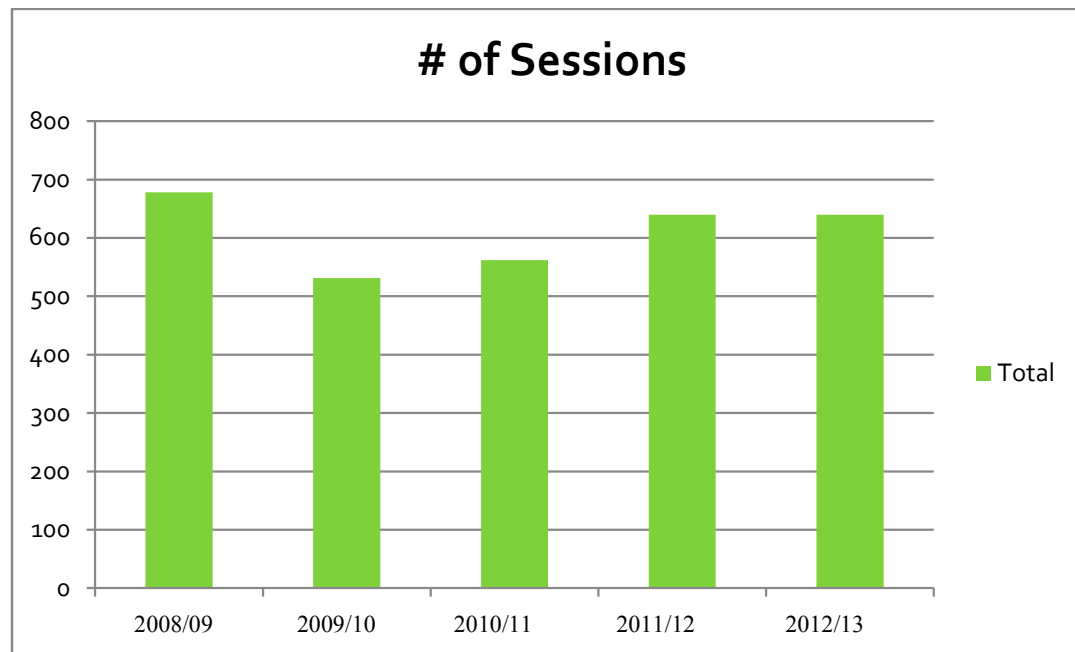


Note: Entries in the Table above (# of Students) correspond to the entries in the table on the next page (# of Sessions).

# Appendix Y – Information Literacy

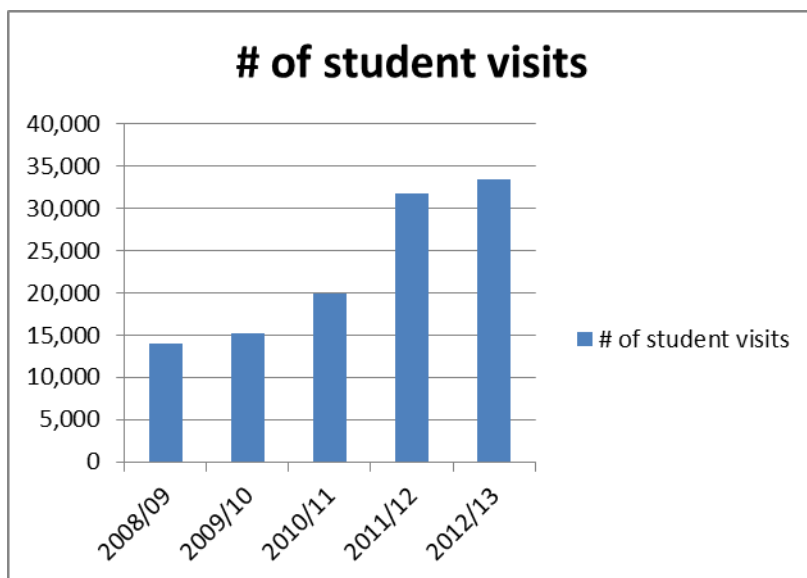
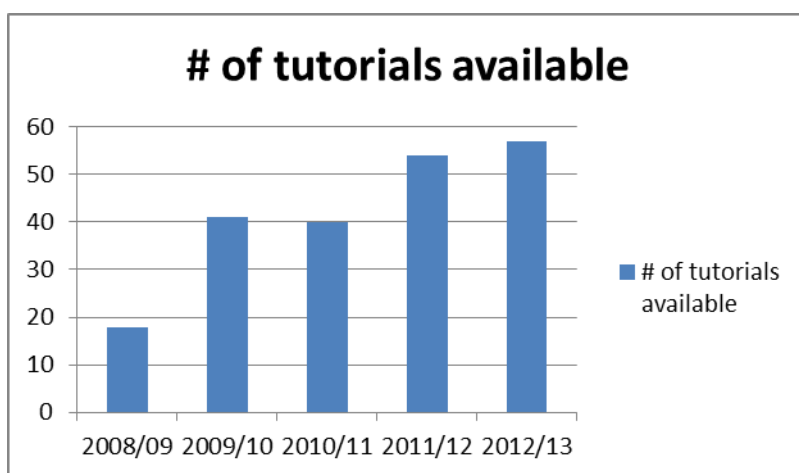
## Instruction: # of Sessions

# of Sessions					
	2008-09	2009-10	2010-11	2011-12	2012-13
English1B	148	73	91	104	130
100W	147	158	173	168	160
MUSE	44	41	27	1	2
Lower Division	89	48	81	101	95
Upper Division	139	97	108	165	159
Graduate	111	114	82	101	94
<b>Total</b>	<b>678</b>	<b>531</b>	<b>562</b>	<b>640</b>	<b>640</b>



## Appendix Z – Online Tutorials Use

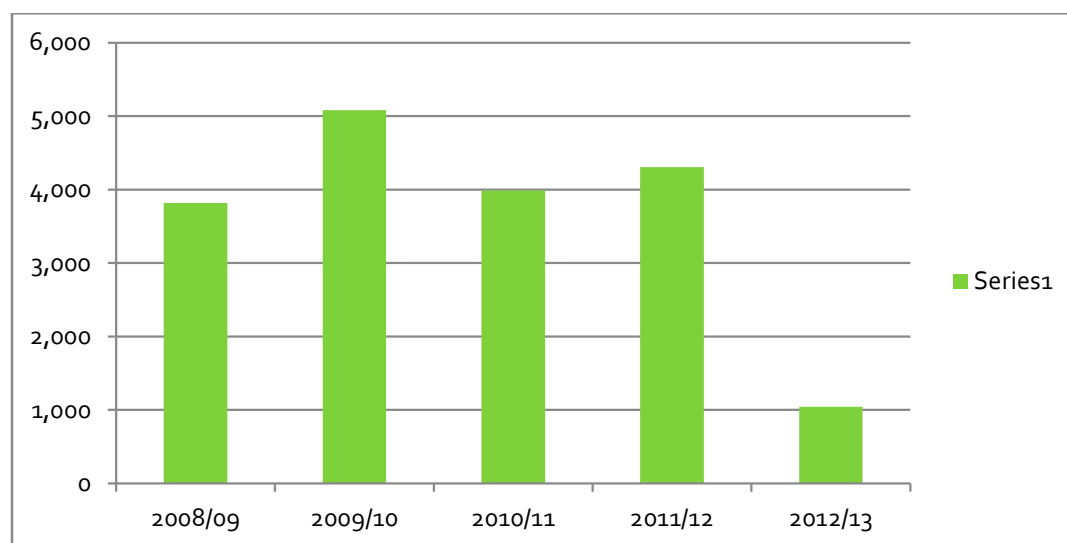
Online Tutorial Use		
	# of tutorials available	# of student visits
2008/09	18	14,103
2009/10	41	15,294
2010/11	40	20,021
2011/12	54	31,808
2012/13	57	33,478





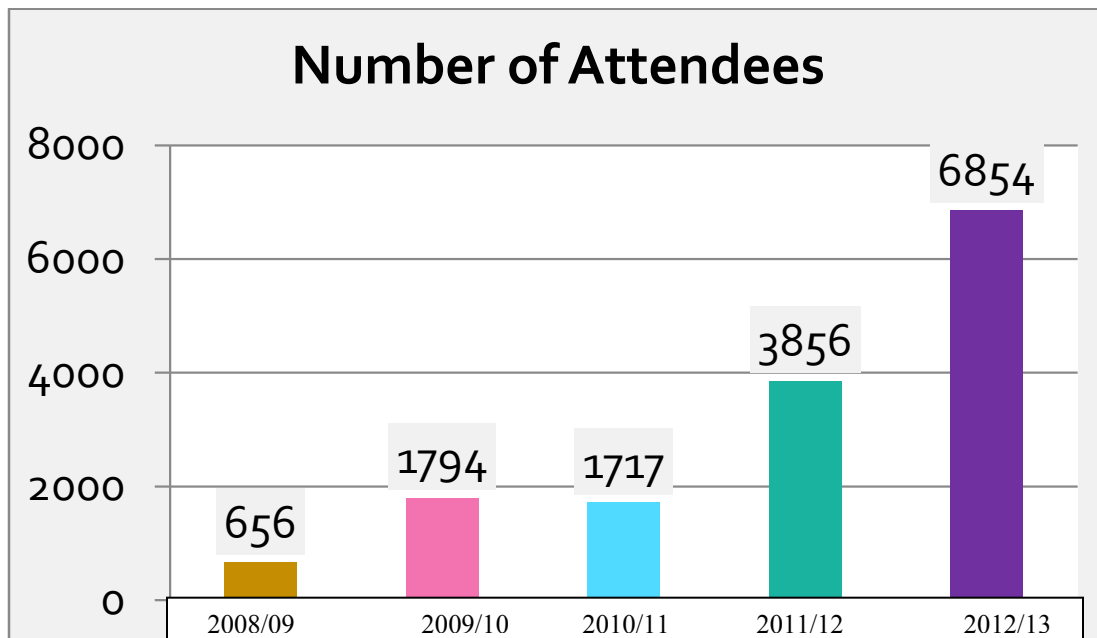
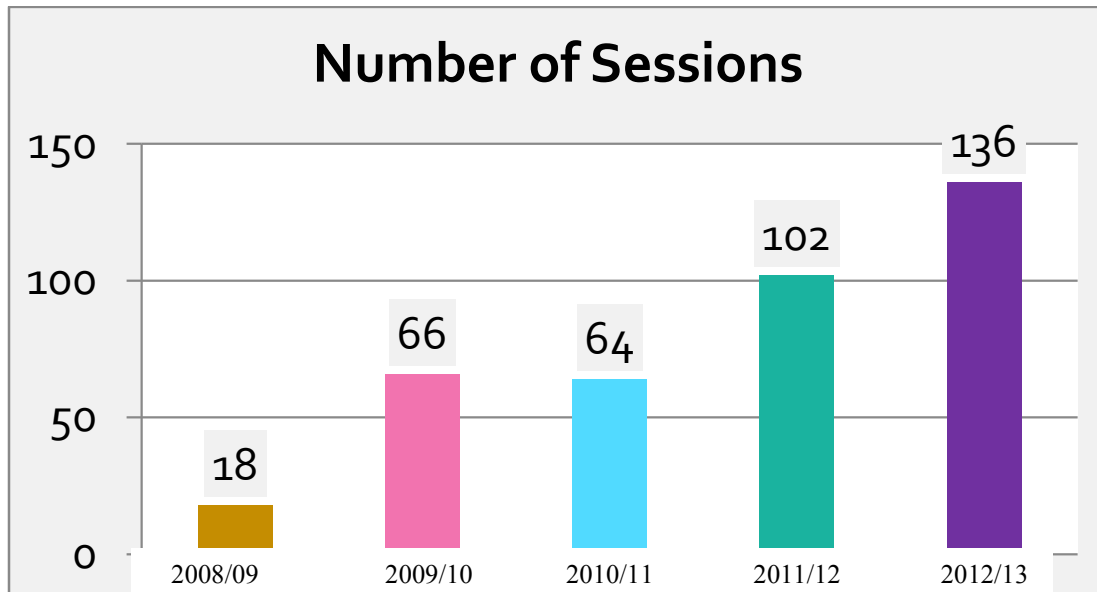
## Appendix AA – Reference Transactions

Transactions by SJSU Librarians and Staff				
2008/09	2009/10	2010/11	2011/12	2012/13
3,819	5,082	3,990	4,305	1,041



At least two factors may contribute to the decrease in reference transaction in the 2012/13 academic year. First, it has only been since 2013, that all library faculty and staff have been uniformly recording all reference transactions using a new statistical gathering tool, Gimlet. Not all librarians and staff working at the reference desk are consistently recording activity at the desk. Second, trends in academic libraries show a decrease in reference questions at the traditional reference desk. This may or may not be the driving factor at the joint SJSU/SJPL reference desk.

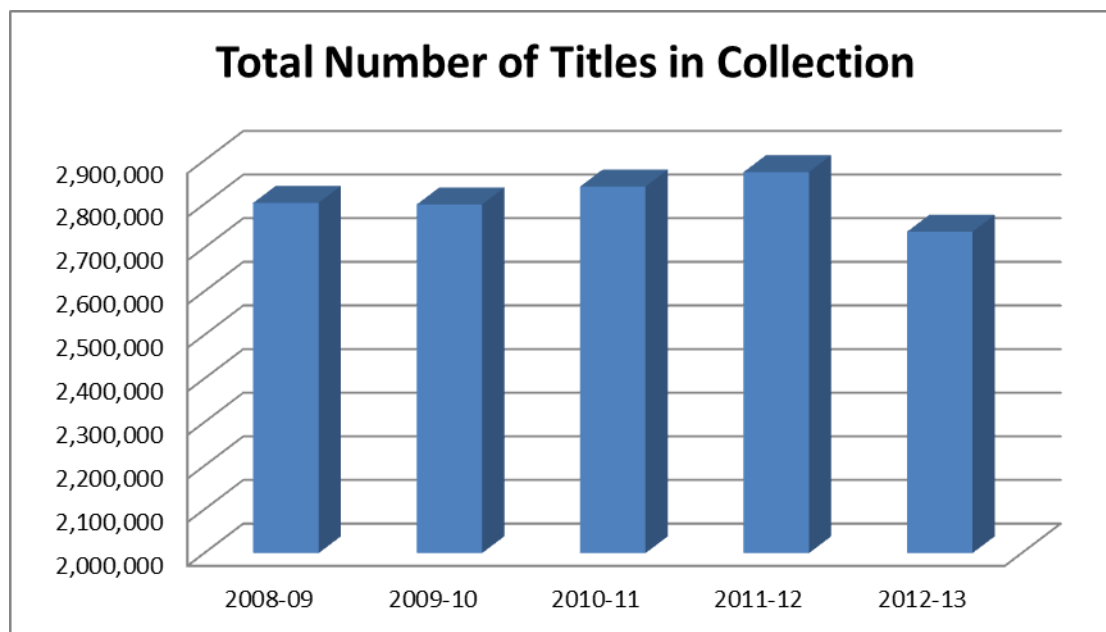
## Appendix BB – Outreach # of Sessions and Attendees

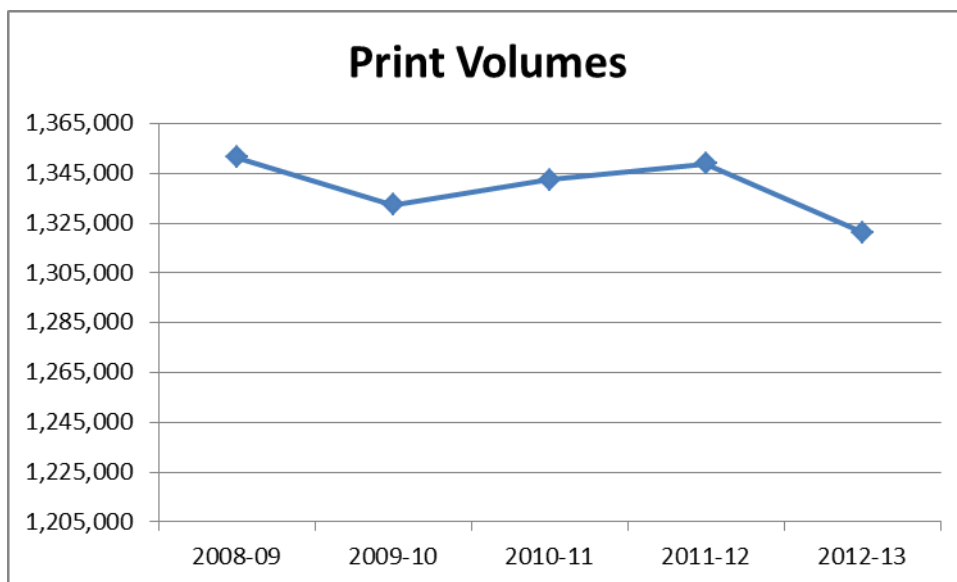
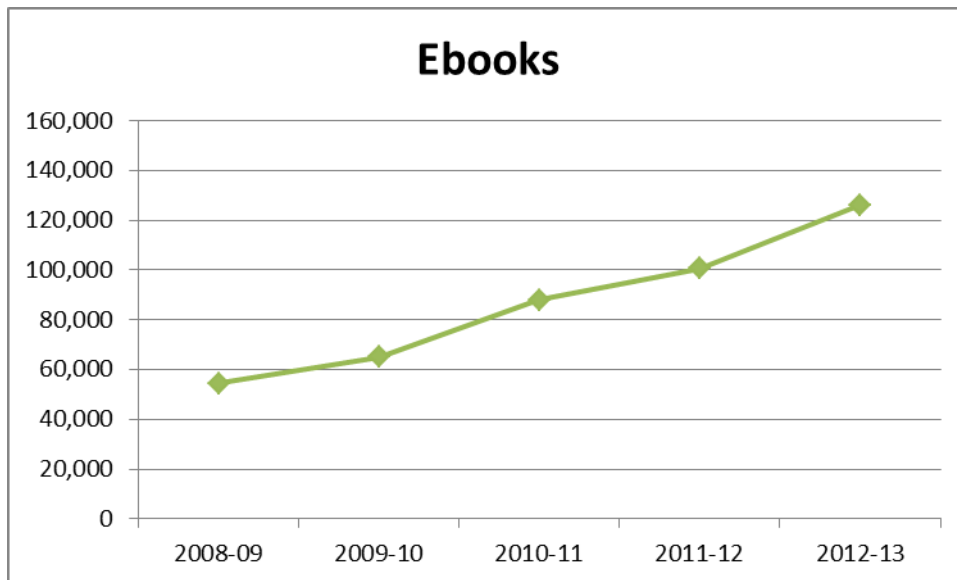


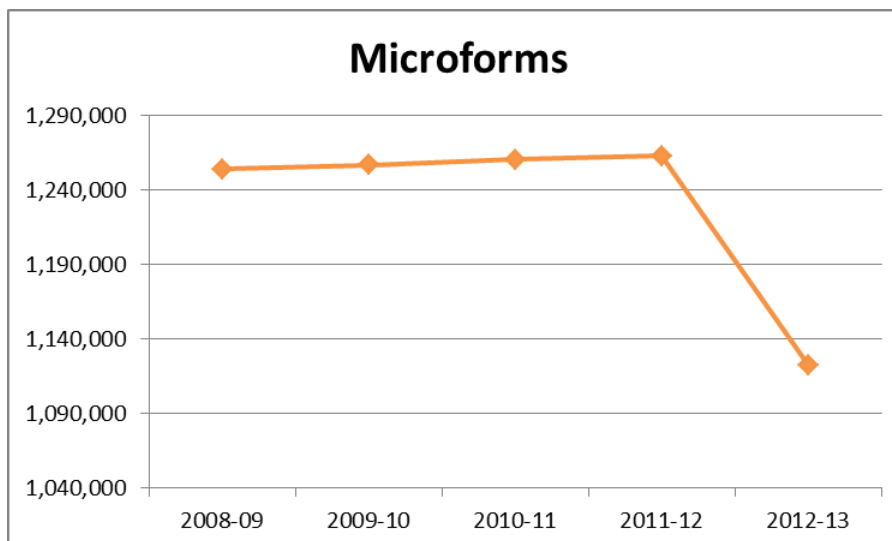
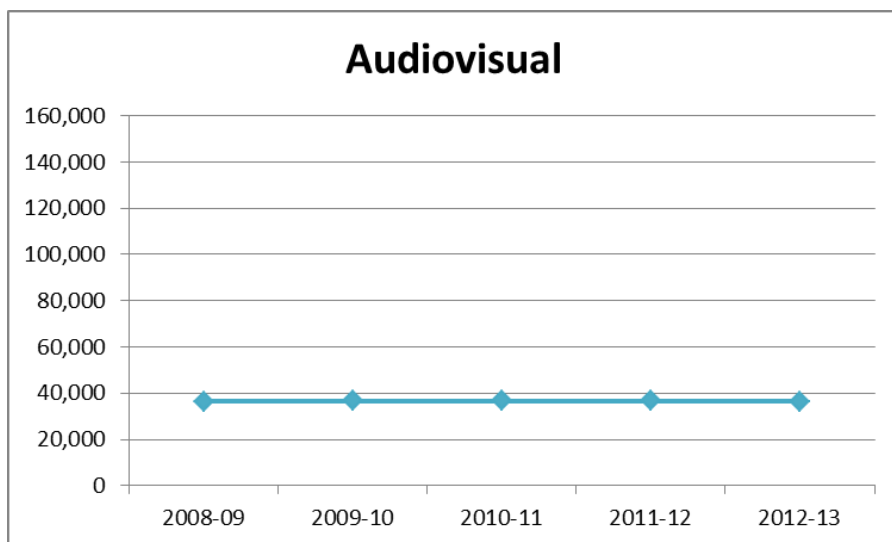
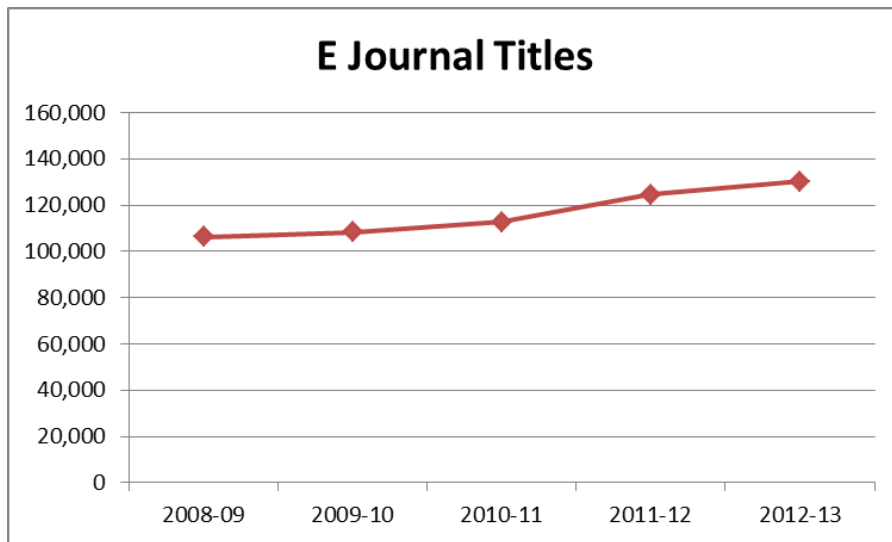
Outreach figures include tours, orientations and resource fairs.

## Appendix CC – Size of Collections

Information Resources - Number of Titles in Collection 2008/09 - 2012/13					
	2008-09	2009-10	2010-11	2011-12	2012-13
<b>Print Volumes</b>	1,351,494	1,332,422	1,342,613	1,348,930	1,321,402
<b>Ebooks</b>	54,535	65,057	87,899	100,739	126,240
<b>E Journal Titles</b>	106,429	108,243	112,874	124,609	130,362
<b>Microforms</b>	1,254,245	1,256,943	1,260,366	1,262,753	1,122,742
<b>Audiovisual</b>	36,390	36,542	36,697	36,680	36,288
<b>Total</b>	2,803,093	2,799,207	2,840,449	2,873,711	2,737,034



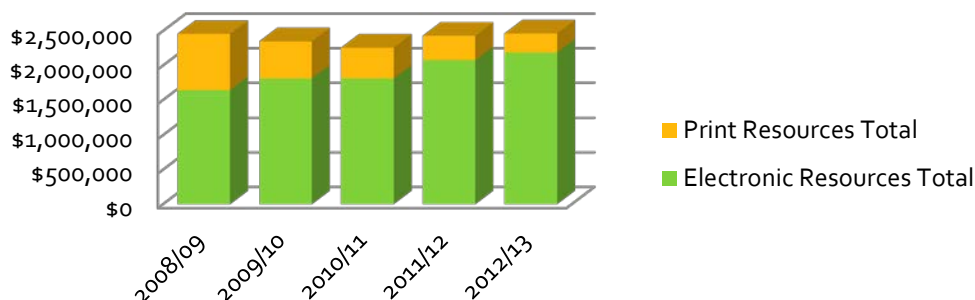




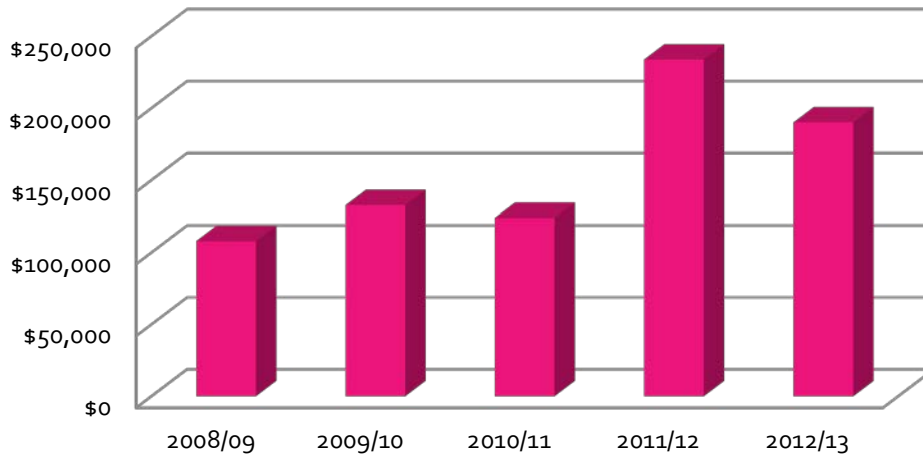
# Appendix DD – Collection Budget Expenditures

Materials Budget Expenditures 2008/09 - 2012/13						
		2008/09	2009/10	2010/11	2011/12	2012/13
<b>Electronic Resources</b>	<b>Total</b>	<b>\$1,644,695</b>	<b>\$1,813,444</b>	<b>\$1,809,819</b>	<b>\$2,076,587</b>	<b>\$2,187,178</b>
One-time E-books		\$107,953	\$132,666	\$123,942	\$233,769	\$190,113
One-time Databases		\$26,832	\$147,262	\$55,083	\$115,548	\$34,731
Subscription Databases		\$1,274,081	\$1,267,801	\$1,336,452	\$1,382,262	\$1,513,896
Electronic Journals		\$235,829	\$265,715	\$294,342	\$345,008	\$448,438
<b>Print Resources</b>	<b>Total</b>	<b>\$814,395</b>	<b>\$537,854</b>	<b>\$449,850</b>	<b>\$356,428</b>	<b>\$278,292</b>
One-time purchases		\$630,419	\$360,813	\$309,524	\$245,034	\$220,261
Subscriptions		\$183,976	\$177,041	\$140,326	\$111,394	\$58,031
<b>Overall Total</b>		<b>\$2,459,090</b>	<b>\$2,351,298</b>	<b>\$2,259,669</b>	<b>\$2,433,015</b>	<b>\$2,465,470</b>
<b>Electronic/Print Distribution</b>	<b>%</b>	<b>66/34%</b>	<b>77/23%</b>	<b>80/20%</b>	<b>85/15%</b>	<b>89/11%</b>

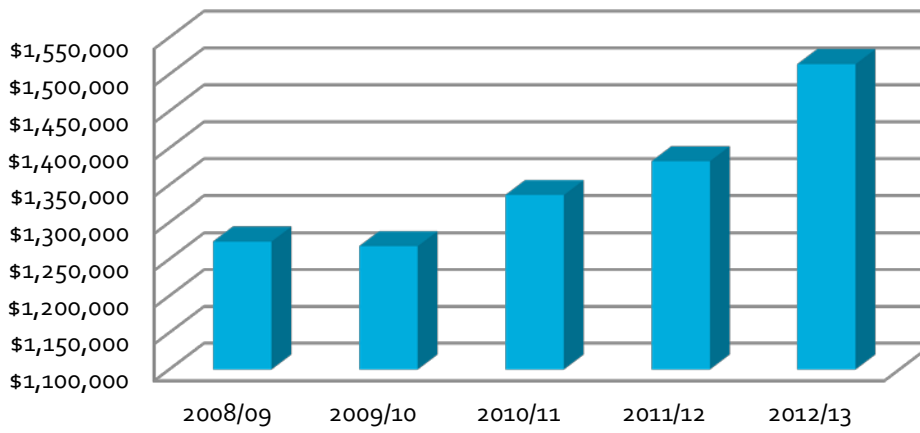
## Electronic and Print Expenditures Comparison



## E-Book Expenditures

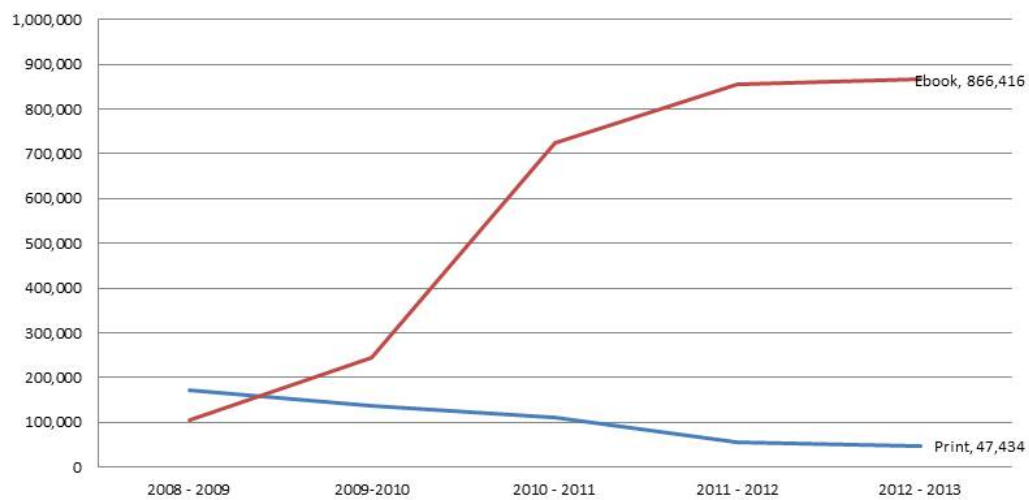


## Subscription Database Expenditures





## Appendix EE – Circulation: Comparison of Print and eBook

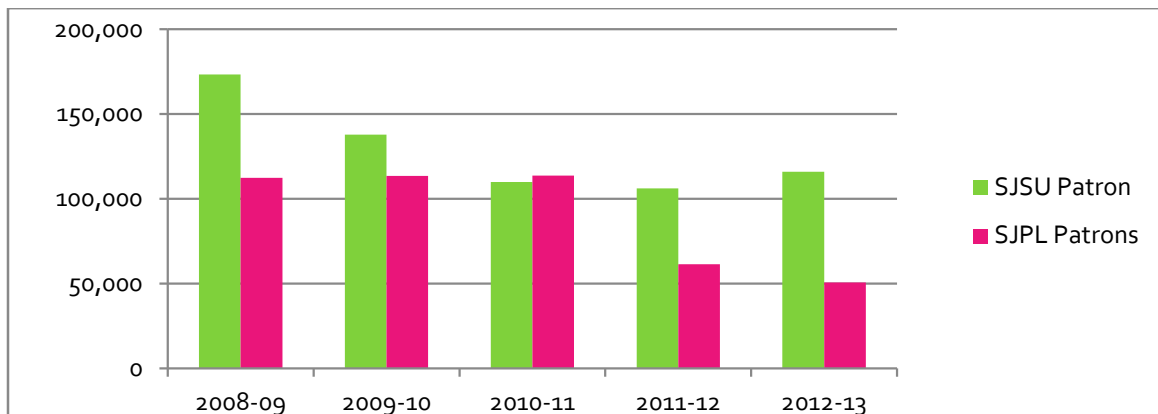


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## Appendix FF – Circulation of SJSU Materials

	<b>SJSU Patron</b>	<b>SJPL Patrons</b>	<b>Total</b>
<b>2008-09</b>	173,286	112,398	285,684
<b>2009-10</b>	137,714	113,478	251,192
<b>2010-11</b>	109,870	113,720	223,590
<b>2011-12</b>	106,156	61,416	167,572
<b>2012-13</b>	115,909	50,718	166,627



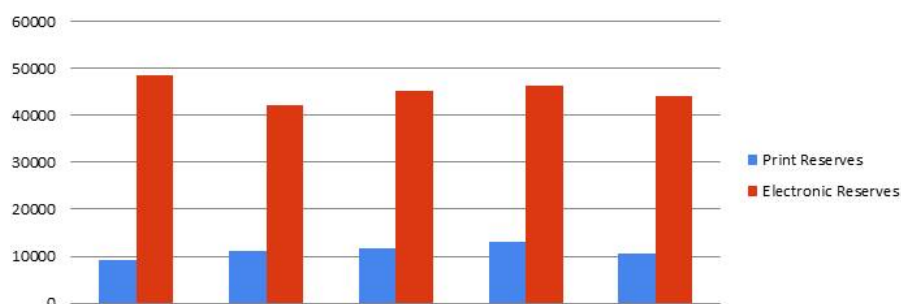
Checkouts only	SJSU Borrowers	SJPL Borrowers		Checkouts only	SJSU Borrowers	SJPL Borrowers
<i>FY 2011-12</i>				<i>FY 2012-13</i>		
<b>SJSU Collection</b>				<b>SJSU Collection</b>		
<b>SJSU Books</b>	43,679	56,095		<b>SJSU Books</b>	36,800	46,082
<b>SJSU CD/CDROM</b>	1,056	3,028		<b>SJSU CD/CDROM</b>	699	2,958
<b>Gov Pubs</b>	246	231		<b>Gov Pubs</b>	175	195
<b>Course Reserves</b>	11,122	1,710		<b>Course Reserves</b>	9,760	1,060
<i>Print/media subtoal</i>	<i>56,103</i>	<i>61,064</i>		<i>Print/media subtoal</i>	<i>47,434</i>	<i>50,295</i>
<b>SCS Laptops</b>	16,313			<b>SCS Laptops</b>	21,059	
<b>SCS Ipads</b>	150			<b>SCS Ipads</b>	4,470	
<b>SCS Accessories</b>	17,448			<b>SCS Accessories</b>	27,761	
<i>SCS subtotal</i>	<i>33,911</i>			<i>SCS subtotal</i>	<i>53,290</i>	
<b>IRC videos and equipment</b>	10,824	352		<b>IRC videos and equipment</b>	10,530	423
<b>IRC Accessories</b>	5,318	0		<b>IRC Accessories</b>	4,655	0
<i>IRC subtotal</i>	<i>16,142</i>	<i>352</i>		<i>IRC subtotal</i>	<i>15,185</i>	<i>423</i>
<b>Total SJSU Checkouts</b>	<b>106,156</b>	<b>61,416</b>		<b>Total SJSU Checkouts</b>	<b>115,909</b>	<b>50,718</b>
<b>SJPL Collection</b>				<b>SJPL Collection</b>		
<b>SJPL Books</b>	52,459	318,717		<b>SJPL Books</b>	51,554	278,525
<b>SJPL DVDs/Videos</b>	21,500	189,902		<b>SJPL DVDs/Videos</b>	15,618	149,046
<b>SJPL Music CDs</b>	7,357	32,626		<b>SJPL Music CDs</b>	4,700	21,782
<b>SJPL Books on CD</b>	2,226	12,348		<b>SJPL Books on CD</b>	2,024	10,253
<b>SJPL CDROM</b>	21	259		<b>SJPL CDROM</b>	18	147
<b>SJPL Kits/Cassettes</b>	8	167		<b>SJPL Kits/Cassettes</b>	2	29
<b>SJPL Magazines</b>	345	3,100		<b>SJPL Magazines</b>	273	2,735
<b>Total SJPL Checkouts</b>	<b>83,916</b>	<b>557,119</b>		<b>Total SJPL Checkouts</b>	<b>74,189</b>	<b>462,517</b>
<b>Total King Checkouts</b>		<b>808,607</b>		<b>Total King Checkouts</b>		<b>710,864</b>

# Appendix GG – Course Reserves

## *Course Reserves*

	<b>Print Reserves</b>	<b>Electronic Reserves</b>	<b>Total</b>
<b>2008-09</b>	9,185	48,537	57,722
<b>2009-10</b>	10,986	42,204	53,190
<b>2010-11</b>	11,586	45,334	56,920
<b>2011-12</b>	13,103	46,232	59,335
<b>2012-13</b>	10,612	44,192	54,804

**Course Reserves**



Note: Beginning Fall 2013, Electronic Reserves has been moved to each course's Learning Management Site (D2L and Canvas).

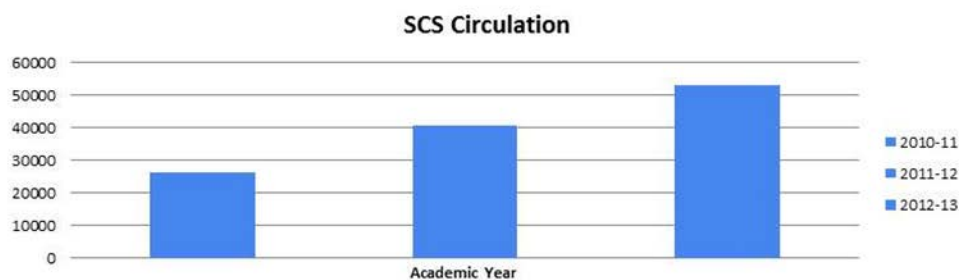
2/17/2014



# Appendix HH – Student Computing Services

## ***Student Computer Services***

	Total	Laptops 4-hours	Laptops 1-week	iPads 4-hours	iPads 1-week	Accessories
<b>2010-11</b>	26,273	12,938	0	0	0	13,335
<b>2011-12</b>	40,608	19,137	182	89	171	21,029
<b>2012-13</b>	53,129	21,314	3,155	2,756	2,699	23,205



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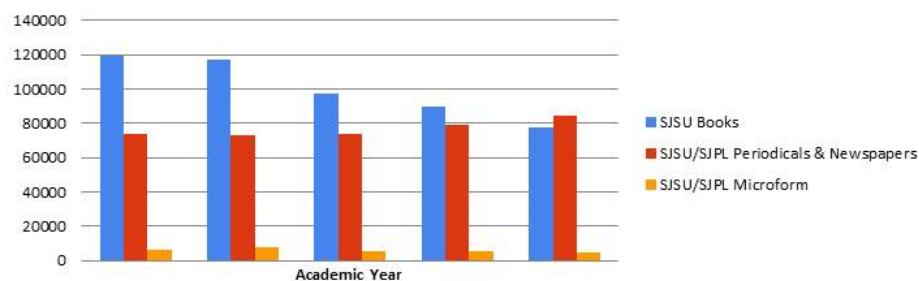


## Appendix II – In-House Use of Materials

### *In-House Use of Materials*

	SJSU Books	SJSU/SJPL Periodicals & Newspapers	SJSU/SJPL Microform	Total In- House Use
2008-09	119,062	74,064	5,904	199,030
2009-10	117,035	72,783	7,389	197,207
2010-11	97,034	74,115	5,115	176,264
2011-12	89,981	79,053	5,629	174,663
2012-13	77,703	84,130	4,331	166,164

In-House Data



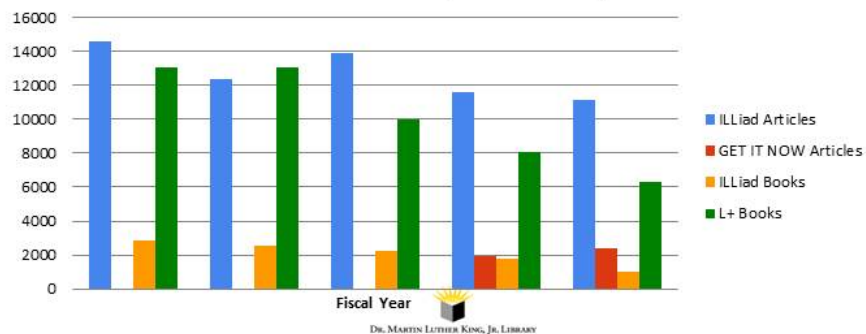
2/17/2014

  
 DR. MARTIN LUTHER KING, JR. LIBRARY

## Appendix JJ – Document Delivery (Borrowing for King Patrons)

	ILLiad Articles	GET IT NOW Articles	ILLiad Books	L+ Books	Total
2008-09	14592	0	2885	13045	30522
2009-10	12385	0	2548	13048	27981
2010-11	13896	0	2197	9956	26049
2011-12	11590	1930	1778	8107	23405
2012-13	11170	2385	1002	6295	20852

Document Delivery -- Borrowing

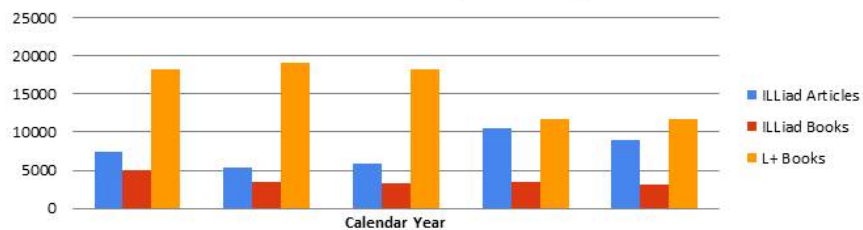


## Appendix KK – Document Delivery (Lending to Other Libraries)

### *Document Delivery (Lending to other Libraries)*

	ILLiad Articles	ILLiad Books	L+ Books	Total
2009	7,409	4,994	18,179	30,582
2010	5,308	3,459	19,102	27,869
2011	5,838	3,224	18,307	27,369
2012	10,583	3,511	11,803	25,897
2013	9,031	3,044	11,748	23,823

Document Delivery -- Lending



2/17/2014





# Appendix LL – Electronic Resource Usage

Electronic Resource Usage Statistics 2012-2013				
	FULL-TEXT DOWNLOADS	SESSIONS (LOGINS)	SEARCHES (QUERIES)	FEDERATED SEARCHES
<b>TOTALS</b>	<b>2,386,732</b>	<b>3,472,190</b>	<b>9,973,090</b>	<b>17,695,204</b>
<b>Top 25 by Searches</b>				
RESOURCE	FULL-TEXT DOWNLOADS	SESSIONS (LOGINS)	SEARCHES (QUERIES)	FEDERATED SEARCHES
Academic Search Premier	390375	388503	769238	7219878
JSTOR	203681	464232	484439	N/A
PsycInfo	N/A	99462	431976	85093
Factiva	11353	129714	411355	213510
CINAHL Complete	42479	78548	241568	60790
Library Literature & Information Science Full Text	64905	74724	191012	5549
ERIC via Ebsco	N/A	37240	153538	63787
LISTA Full Text	33278	61614	138775	57712
PsycARTICLES	44140	55137	125107	51645
Web of Science	N/A	32908	120471	N/A
Social Sciences Full Text	9974	45385	115285	N/A
SPORTDiscus with Full Text	42716	44259	111522	60675
Education Research Complete	45179	50063	100086	57954
Business Source Complete	42363	40908	93998	72373
Communication & Mass Media Complete	20161	29829	93156	N/A
Education Full Text	33565	33806	92219	5546
ProQuest dissertations and theses	N/A	49457	90854	75230
Alt-HealthWatch	23148	25631	87703	8119
SocINDEX with Full Text	31686	41561	87287	62468
Biography Reference Bank	N/A	15406	86394	N/A
America: History & Life with Full Text	3464	20789	84890	62192
PsycEXTRA	N/A	19761	82616	51490
Philosopher's Index	4840	N/A	80907	N/A
OmniFile Full Text Mega	96087	89399	72371	7129661
Food Science Source	11483	19304	70892	8119

Electronic Resource Usage Statistics 2012-2013				
Top 25 by Full-Text Downloads				
RESOURCE	FULL-TEXT DOWNLOADS	SESSIONS (LOGINS)	SEARCHES (QUERIES)	FEDERATED SEARCHES
Academic Search Premier	390375	388503	769238	7219878
ScienceDirect	226626	70199	42326	608324
JSTOR	203681	464232	484439	N/A
OmniFile Full Text Mega	96087	89399	72371	7129661
Library Literature & Information Science Full Te	64905	74724	191012	5549
Wiley Online Library	55856	N/A	55856	N/A
Education Research Complete	45179	50063	100086	57954
PsycARTICLES	44140	55137	125107	51645
SPORTDiscus with Full Text	42716	44259	111522	60675
CINAHL Complete	42479	78548	241568	60790
Business Source Complete	42363	40908	93998	72373
Highwire Press	42230	N/A	N/A	N/A
CQ Press Electronic Library	37098	N/A	37098	N/A
Education Full Text	33565	33806	92219	5546
LISTA Full Text	33278	61614	138775	57712
SocINDEX with Full Text	31686	41561	87287	62468
ABI/INFORM Complete	31173	32674	67262	24272
PubMed Central	25508	N/A	N/A	N/A
Alt-HealthWatch	23148	25631	87703	8119
Shakespeare Collection	21212	244	551	1399
Communication & Mass Media Complete	20161	29829	93156	N/A
Literature Resource Center	20134	3466	11574	1126
Emerald Management	19941	27836	3955	N/A
ACS Publications	19734	4076	7471	N/A
Taylor & Francis Online	16304	20137	9090	N/A

# Appendix MM – Electronic Core Collection

The **Electronic Core Collection** is defined as that part of the E-Resource collection that is program-driven, used actively for instruction, and in high demand. The rationale for creation of an Electronic Core Collection (ECC) for the CSU is based on three principles: **equality of access, support of core curricular programs and cost efficiency**. The primary criterion for the inclusion of resources in the electronic Core Collection is the support of the common core of CSU curricula. Electronic resources defined as “Core” will cover one or more disciplines in the common curricula and meet general information needs as well as the specific needs of core programs at the study level (as defined in: American Library Association. Collection Development Committee. Guidelines for Collection Development. Chicago, ALA: 1979). The CSU core curricula consist of baccalaureate and master’s programs in the following general categories: Social Sciences; Arts and Humanities; Life and Physical Sciences; and Professional Programs. Core curricula are defined as those degrees or programs offered by at least two-thirds of the CSU campuses.

Electronic Core collection (ECC)

ABI-Inform Complete (Including Factiva)

Academic Complete ebooks

Academic Search Premier

ACS Journal Archives

America: History & Life

Historical Abstracts

JSTOR Arts & Sciences I Collection (for coverage by each JSTOR collection, see

<http://about.jstor.org/journals>

JSTOR Arts & Sciences II Collection

JSTOR Arts & Sciences III Collection

JSTOR Arts & Sciences IV Collection

JSTOR Arts & Sciences V Collection

JSTOR Arts & Sciences VI Collection

JSTOR Arts & Sciences VII Collection

JSTOR Arts & Sciences VII Collection

JSTOR Arts & Sciences IX Collection

JSTOR Arts & Sciences X Collection

JSTOR Arts & Sciences XI Collection

JSTOR Arts & Sciences XII Collection

Biological Abstracts

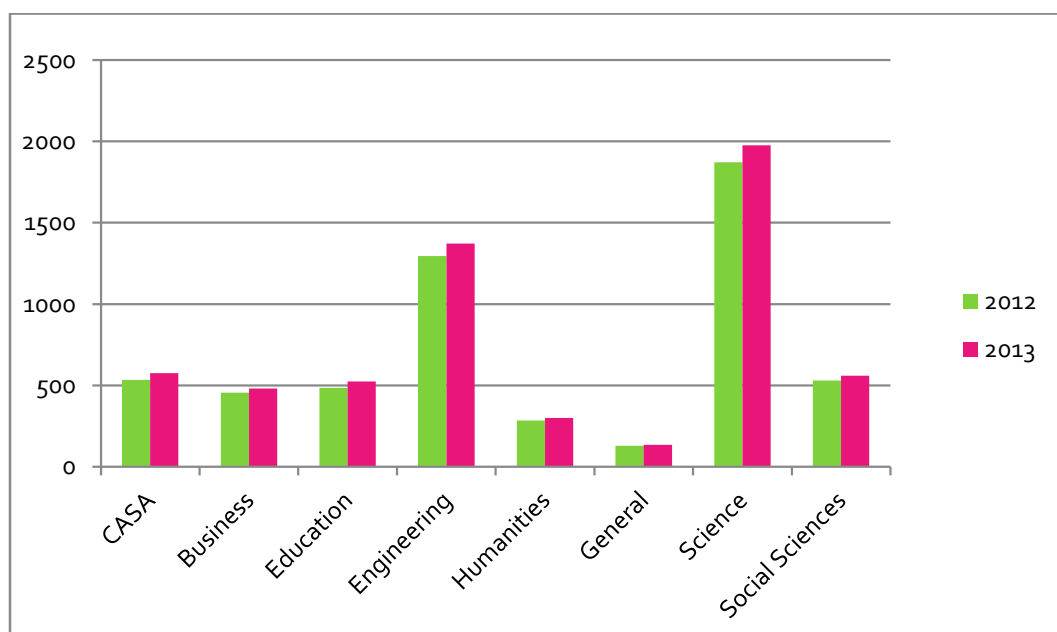
CINAHL Plus Full-Text

Communication & Mass Media Complete  
CQ Research Online  
Digital dissertations, Subset A Humanities and Social Sciences  
Grove's Music  
LA Times-Current  
LexisNexis Academic  
Life Sciences Collection  
MathSciNet  
Mergent Online  
MLA

## Appendix NN – Cost History for Journal Titles in Academic Search Premier

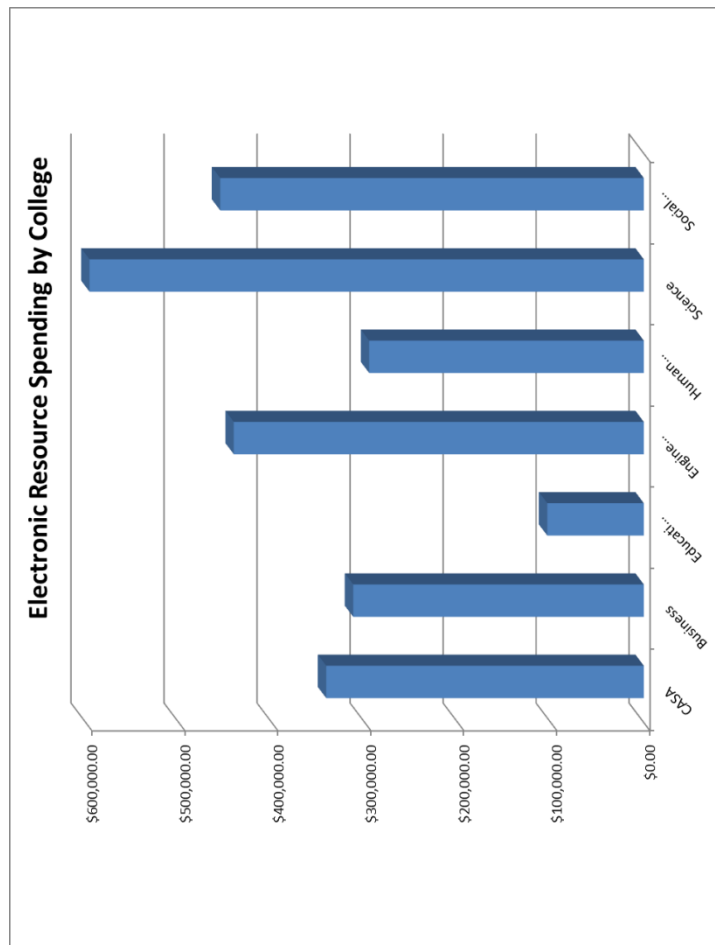
Subject	Average Cost per title 2012	% of Change 2012	Average Cost per title 2013	% of Change 2013
<b>College of Applied Sciences &amp; Arts</b>				
Food Science	\$716	7%	\$773	8%
Health Sciences	\$1,083	6%	\$1,182	9%
Library Science	\$241	3%	\$259	7%
Military & Naval Science	\$333	4%	\$343	3%
Recreation	\$297	2%	\$318	7%
<b>Average</b>	<b>\$534</b>	<b>4%</b>	<b>\$575</b>	<b>7%</b>
<b>College of Business</b>				
Business & Economics	\$456	5%	\$481	6%
<b>Average</b>	<b>\$456</b>	<b>5%</b>	<b>\$481</b>	<b>6%</b>
<b>College of Education</b>				
Education	\$486	5%	\$524	8%
<b>Average</b>	<b>\$486</b>	<b>5%</b>	<b>\$524</b>	<b>8%</b>
<b>College of Engineering</b>				
Engineering	\$1,487	5%	\$1,571	6%
Technology	\$1,103	5%	\$1,175	7%
<b>Average</b>	<b>\$1,295</b>	<b>5%</b>	<b>\$1,373</b>	<b>7%</b>
<b>College of Humanities &amp; the Arts</b>				
Art & Architecture	\$285	6%	\$306	7%
Language & Literature	\$265	7%	\$281	6%
Music	\$243	5%	\$259	6%
Philosophy & Religion	\$345	5%	\$359	4%
<b>Average</b>	<b>\$285</b>	<b>6%</b>	<b>\$301</b>	<b>6%</b>
<b>Average</b>	<b>\$129</b>	<b>4%</b>	<b>\$136</b>	<b>5%</b>
<b>College of Science</b>				
Agriculture	\$1,039	6%	\$1,119	8%
Astronomy	\$2,562	7%	\$2,648	3%
Biology	\$2,069	6%	\$2,178	5%
Botany	\$1,604	5%	\$1,688	5%
Chemistry	\$3,417	6%	\$3,617	6%
General Science	\$878	8%	\$917	4%
Math and Computer Science	\$1,445	7%	\$1,508	4%
Physics	\$3,509	9%	\$3,744	7%

Zoology	\$992	5%	\$1,061	7%
Geology	\$1,207	7%	\$1,274	6%
<b>Average</b>	<b>\$1,872</b>	<b>7%</b>	<b>\$1,975</b>	<b>6%</b>
<b>College of Social Sciences</b>				
Anthropology	\$483	4%	\$525	9%
Geography	\$769	4%	\$825	7%
History	\$326	7%	\$343	5%
Law	\$388	7%	\$404	4%
Political Science	\$555	7%	\$580	4%
Psychology	\$769	4%	\$808	5%
Social Sciences	\$344	5%	\$353	3%
Sociology	\$605	5%	\$640	6%
<b>Average</b>	<b>\$530</b>	<b>5%</b>	<b>\$560</b>	<b>5%</b>
<b>General</b>				
General Works	\$129	4%	\$136	5%
<b>Average</b>	<b>\$129</b>	<b>4%</b>	<b>\$136</b>	<b>5%</b>
<b>Overall Averages</b>	<b>\$970</b>	<b>6%</b>	<b>\$1,030</b>	<b>6%</b>



# Appendix OO – Electronic Resource Spending by College – 2012-2013

	Ebooks	Databases	Ejournals	Multidisciplinary by FTE%	One-time Database Purchases	Total Spent
<b>CASA</b>	\$39,115.00	\$98,798.00	\$82,704.15	\$106,538.00	\$14,310.00	\$341,465.15
<b>Business</b>	\$28,779.00	\$157,207.00	\$29,603.03	\$95,884.00	\$935.90	\$312,408.93
<b>Education</b>	\$18,583.00	\$32,354.00	\$11,894.81	\$37,288.00	\$3,681.20	\$103,801.01
<b>Engineering</b>	\$43,017.00	\$213,326.00	\$83,241.47	\$101,211.00	\$0.00	\$440,795.47
<b>Humanities &amp; Arts</b>	\$50,029.00	\$122,037.00	\$5,905.64	\$69,249.00	\$48,075.40	\$295,296.04
<b>Science</b>	\$74,608.00	\$382,301.00	\$96,144.92	\$42,615.00	\$280.00	\$595,948.92
<b>Social Science</b>	\$104,606.00	\$169,834.00	\$55,718.95	\$79,903.00	\$45,362.10	\$455,424.05
<b>Multi-disciplinary</b>		\$488,994.00	\$43,693.50			



## Appendix PP – eBook & eJournal Titles by College – 2012-2013

	<b>Ebook Titles</b>	<b>Ejournal Titles</b>
<b>CASA</b>	12,779	10,538
<b>Business</b>	16,270	9,969
<b>Education</b>	4,840	2,133
<b>Engineering</b>	9,307	5,600
<b>Humanities &amp; Arts</b>	30,908	4,319
<b>Science</b>	18,246	9,024
<b>Social Science</b>	35,108	13,589
<b>Multidisciplinary</b>		1,812
<b>Total</b>	<b>127,458</b>	<b>56984</b>



## Appendix QQ – Database Cost Per Use by College – 2012-2013

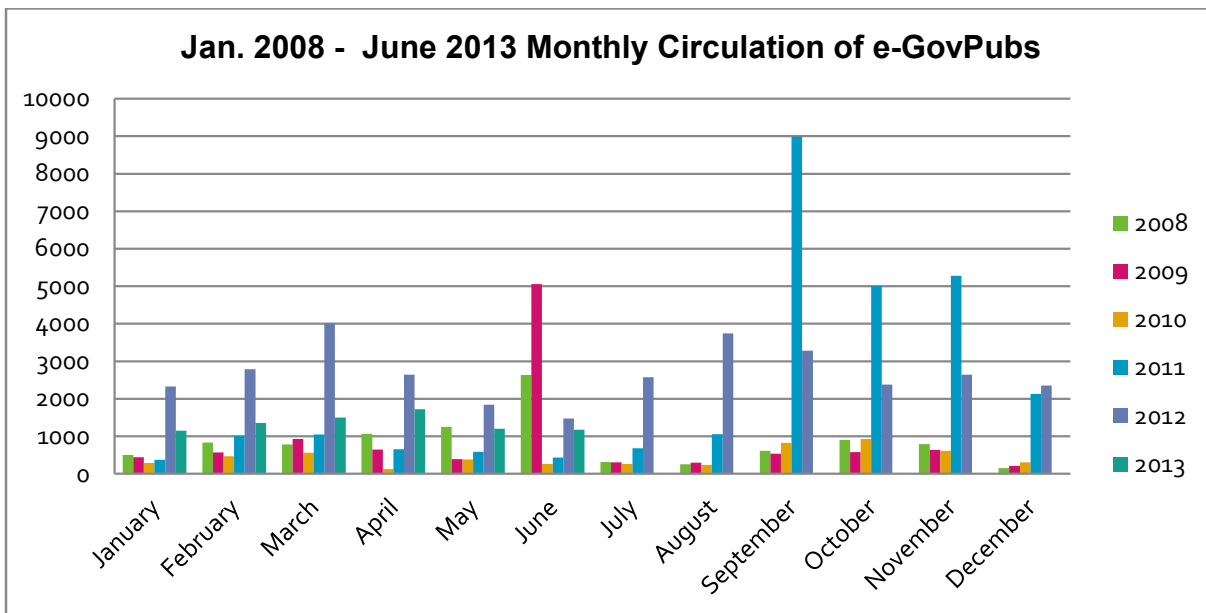
College	Usage 2013	Cost per Use (Downloaded Articles)
<b>College of Applied Sciences &amp; Arts</b>		
Library Literature & Information Science Full Text	64,905	\$0.08
Hospitality & Tourism Complete	2,539	\$1.99
Cochrane Library	1,298	\$2.47
SportDiscus with Full Text	42,716	\$0.11
<b>College of Business</b>		
Emerald Management	19,941	\$0.85
Business Source Complete	42,363	\$0.24
<b>College of Education</b>		
Education Research Complete	45,179	\$0.15
<b>College of Engineering</b>		
IEEEExplore	7,900	\$7.62
ACM Digital Library	5,326	\$1.17
<b>College of Humanities &amp; the Arts</b>		
Humanities International Complete	4,183	\$1.16
Literature Resources Center	20,134	\$0.44
<b>College of Science</b>		
BioOne	3,948	\$2.58
Nature Journals Database	7,832	\$1.60
ACS Publications	19,734	\$1.52
<b>College of Social Sciences</b>		
Anthrosource	2,995	\$0.47
Political Science Complete	5,718	\$1.30
SocIndex Complete	31,686	\$0.31

## Appendix RR – Institutional Repository

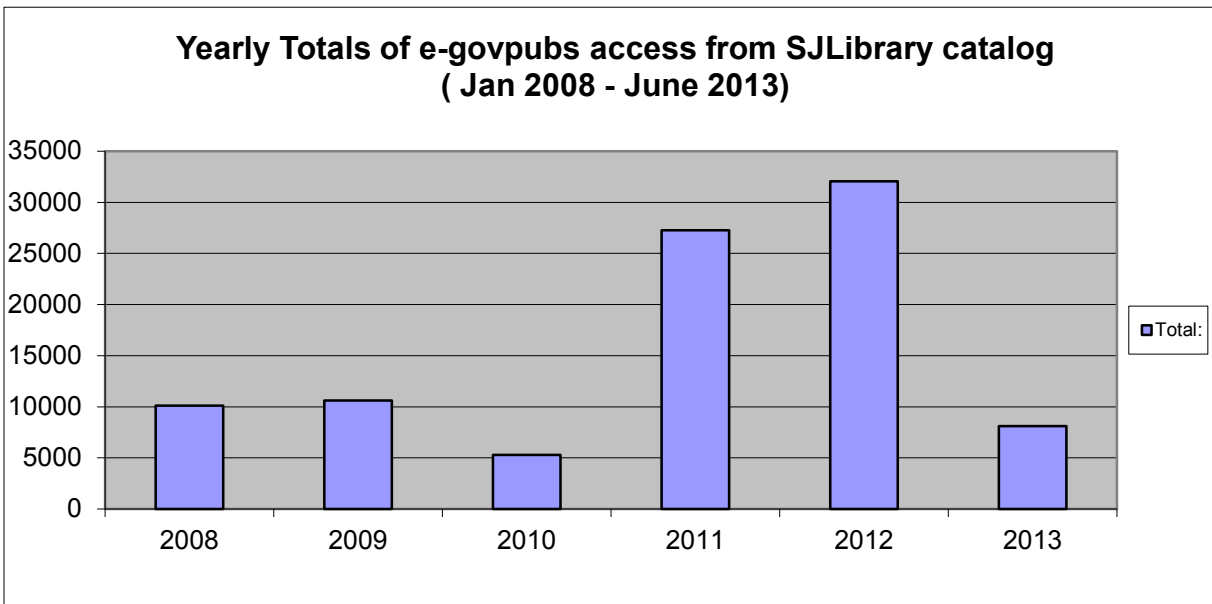
	2010/11	2011/12	2012/13	This section is <b>cumulative</b> , versus representing additions each year
<b>Total Number of Collections</b>	<b>16</b>	<b>23</b>	<b>36</b>	
<b>Number of Documents (per Collection)</b>				
<i>Masters Theses</i>	3,895	4,172	4,313	
<i>Masters Projects</i>	189	260	317	
<i>Faculty Self-Archived Publications</i>	201	214	260	
<i>Journals and Newspapers</i>	73	125	625	
<i>Events and Conference Proceedings</i>	62	66	83	
<b>Total # of Documents</b>	<b>4,420</b>	<b>4,837</b>	<b>5,598</b>	
<b>Number of Fulltext Downloads (per Collection)</b>				These figures are unique to each year
<i>Masters Theses</i>	44,582	178,379	263,660	
<i>Masters Projects</i>	10,400	54,559	76,129	
<i>Faculty Self-Archived Publications</i>	140	14,813	14,813	
<i>Journals and Newspapers</i>	534	7,953	34,147	
<i>Events and Conference Proceedings</i>	5,837	14,279	13,772	
<b>Total # of Full-text Downloads</b>	<b>61,493</b>	<b>269,983</b>	<b>402,521</b>	

## Appendix SS – eGovPubs

	2008	2009	2010	2011	2012	2013
January	506	440	290	378	2327	1153
February	833	575	469	1016	2789	1354
March	788	931	566	1049	4013	1498
April	1062	652	131	658	2640	1726
May	1255	396	382	587	1842	1206
June	2634	5060	267	431	1478	1175
July	317	305	263	685	2579	
August	255	298	235	1053	3742	
September	611	539	828	8992	3285	
October	900	583	930	5009	2383	
November	791	639	614	5282	2640	
December	155	211	306	2130	2355	
<b>Total:</b>	<b>10107</b>	<b>10629</b>	<b>5281</b>	<b>27270</b>	<b>32073</b>	



	2008	2009	2010	2011	2012	2013
<b>Total:</b>	<b>10107</b>	<b>10629</b>	<b>5281</b>	<b>27270</b>	<b>32073</b>	<b>8112</b>



# Appendix TT – Library Faculty Organizational Model Task Force

## Library Faculty Organizational Model Task Force

**Committee Charge:** The Library Faculty Organizational Model Task Force is charged with exploring and recommending a collaborative structure that meets the teaching and learning needs of the faculty and students. This model should encourage innovation, foster leadership opportunities, and promote accountability and equitable distribution of responsibilities. The RTP process and effective communication practices should be integrated into the structure.

**Background:** This committee was formed in Fall 2009, and as part of the process, the committee members (Danelle Moon, chair, Celia Bakke, Rob Bruce, Crystal Goldman, Nyle Monday, Shannon Staley, Diana Wu), conducted a literature review on current academic library organizational models (posted on Sharepoint), and we conducted two brown bags, organized a December retreat, and conducted two surveys. A final vote was taken on April 28.

### **Summary of Model:**

Based on the final survey results, it is clear that the majority of the faculty would like to eliminate the subject/discipline based model and replace this structure with a Functional Model. This model will encompass the roles and responsibilities of all faculty and all ranks.

- This model incorporates the three major functions of librarians academic assignments: collection development, reference, information literacy (see attached chart)
- Each functional area will include, when appropriate, technology and outreach.
- **Leadership:** This leadership model should consist of a Functional Head, and three Coordinator positions; The Head should be a tenured full-time librarian, and the Coordinators should have full-time status.
- The faculty would prefer that the leaders are elected for a perscribed term (3-5 years), in order to facilitate effective and efficient communication, and to build leadership skills among the larger faculty.
- Each functional team will be responsible to identify mission, goals/objectives, and produce measurable outcomes for the year aligned with library and university strategic plans.
- **Librarian Participation:** The Head/Coordinators will work with Librarians to create a priority list of functional team assignments; will work together to have an equitable distribution of responsibilities between functions, and will fill the areas based on librarian priority lists and institutional needs (defined by Head, Associate Dean, and Dean); all Librarians will serve on at least one team, and the membership should be staggered (2-3 year terms) to ensure continuity; all Librarians will have the option to attend other teams if interested.
- Head/Coordinators in collaboration with the Administration and Librarians, will develop clear responsibilities for each functional area, work toward building

expectations for performance, assessment, and accountability for work assignments.

- **Reporting:** The Head will call a regular monthly meeting, where each of the coordinator representatives will be expected to report to entire faculty on current projects, new initiatives, and other important business. The goal here is to encourage a streamline process for communication.
- **Evaluation:** In consultation with Head/Coordinators, the librarians within each functional area will develop appropriate assessment tools that can be used to support the RTP process; yearly review of this system by the faculty will allow for flexibility in making changes, and to assess the effectiveness of the functional areas.

**Implementation Process:**

- Dean Review of Plan
- Meet with Organizational Team to answer questions
- Develop an initial plan with Dean and timeline
- Dean/Faculty retreat to flesh out mission/goals, job descriptions, functional team assignments, consultation with current coordinators, assessment tools, and communication building.

Respectfully submitted,

Danelle Moon  
Committee Chair

# Appendix UU – Liaison Librarians: Functional Team Structure

## Functional Team Structure Liaison Librarians

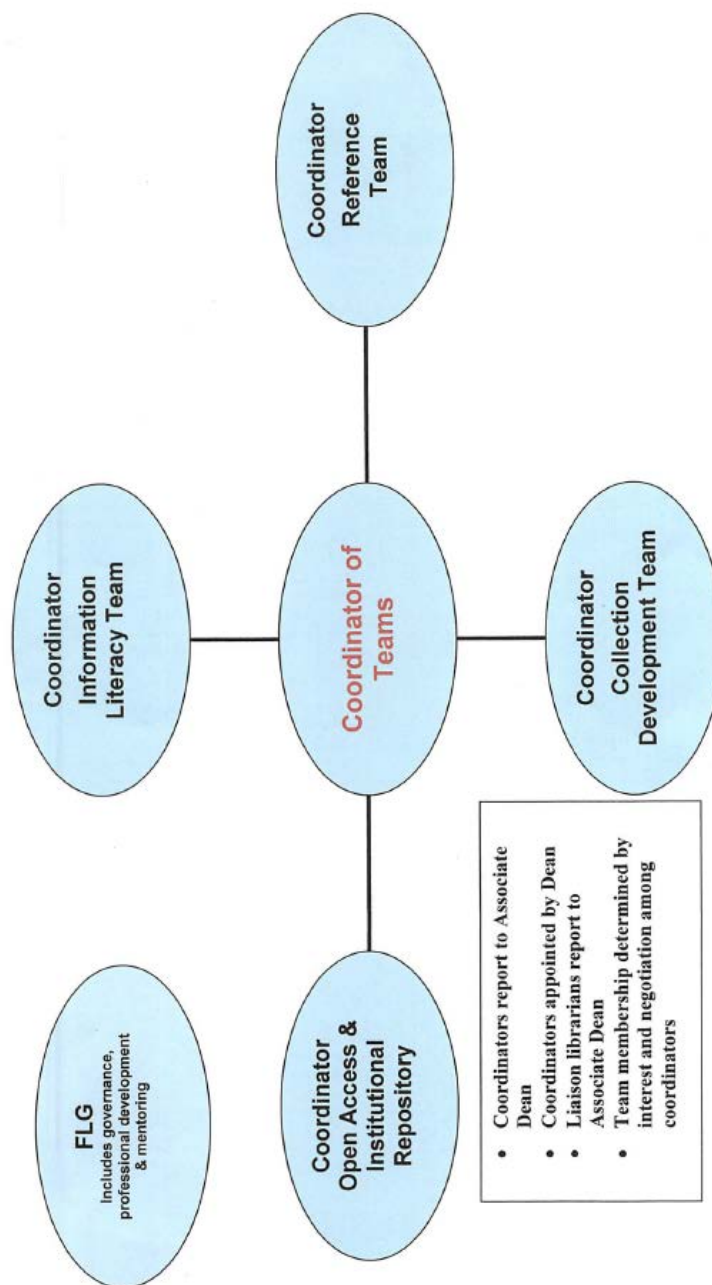
- This model incorporates the three major functions of librarians' academic assignments: collection development, reference, information literacy as well as the growing function of open access.
- Each functional area includes technology and outreach for that function.
- This model consists of a Coordinator of Teams and three Team Coordinators.
- The Open Access Team will be led by a coordinator with library staff assistance from Access Services, Technical Services and Information Technology.
- The Coordinator of Teams and the individual Team Coordinators will be appointed by the Dean after formal interviews by the Dean with interested candidates for the positions. Draft position descriptions (review by current coordinators and input from library faculty as group) will be distributed to all library faculty with a request for interested candidates to notify the Dean of their interest in a coordinator position by June 15, 2010.
- Anticipated vacancies for the 2010/2011 academic year are: Coordinator of Reference, Coordinator of Information Literacy, and Coordinator of Teams.
- Under the leadership of the Coordinator, each functional team will identify mission, goals/objectives, and measurable outcomes for the year in alignment with library strategic plan.
- Librarians will serve on at least one team and may attend other team meetings.
- Coordinator of Teams and Coordinators in collaboration with the Associate Dean will develop responsibilities for each functional area and expectations for performance, assessment, and accountability.
- The Coordinator of Teams will call a monthly all teams meeting, where each of the coordinators will report on projects, initiatives, and other business.
- In consultation with Coordinator of Teams/Coordinators, the librarians within each functional area will develop appropriate assessment tools that can be used to support the RTP process.

### Next Steps:

- Distribution of DRAFT position descriptions
- Distribution of Library Priorities for 2010/2011
- Dean and Faculty meeting will be scheduled to determine team priorities – based on library priorities for 2010/2011 academic year.

May 24, 2010

## Functional Team Organizational Structure



May 24, 2010



# Appendix VV – Liaison Librarian Team Coordinators and Team Structure Memo to Faculty 2011



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Office of the Dean, University Library • Dr. Martin Luther King, Jr. Library • Phone 408-808-2419 • Fax 408-808-2141

To: All full-time and part-time Library Faculty

From: Ruth Kifer, University Library Dean

Date: August 3, 2011

Re: Liaison Librarian Team Coordinators and Team Structure

Cc: Mary Nino, Associate Dean  
John Wenzler, Associate Dean  
Luann Budd, Director of Administrative Services

After careful consideration of all candidates, I have assigned Diana Wu to the position of Coordinator of Teams. In this capacity, Diana will coordinate meetings of the Coordinators of the functional liaison librarian teams, call regular all teams meetings, serve as a liaison with Faculty Affairs, collaborate closely with the Associate Deans to ensure that the functional teams are supporting the library strategic plan, and fulfill all other responsibilities as enumerated in the attached position description for the Coordinator of Teams. Please join me in congratulating Diana on her new assignment.

I am pleased to report that Susan Kendall will continue as Coordinator of Collection Development; Toby Matoush will continue as Coordinator on Information Literacy and Instruction; and Kathy Blackmer Reyes will continue as Coordinator of Reference. Position Descriptions for these coordinator positions also are attached.

The Open Access and Scholarly Communication Team will be discontinued for this year. On a trial basis the function will be coordinated in the following manner:

1. Associate Dean, John Wenzler will constitute a Digital Initiatives Advisory Committee that will include Open Access, Scholarly Communications, and the Institutional Repository as part of its area for consultation. This group will not operate as a functional team, but rather will provide advice and feedback for John as he provides leadership digital initiatives including the institutional repository.
2. Crystal Goldman will be assigned as Liaison Librarian for the Institutional Repository and will serve on the Digital Services Advisory Committee. In addition to providing leadership for the Institutional Repository, Crystal will continue to serve as a liaison to an academic department or departments. The charge and membership for the Advisory Committee is attached.
3. As a result of this new structure, individual liaison librarians who were previously members of the Open Access and Scholarly Communication Team will need to serve on another functional team (Collection Development, Information Literacy and Instruction or Reference). Associate Dean Nino will contact you regarding the selection of a new team.

A meeting of all librarians will be scheduled for August to discuss this plan as well as the results of the one-on-one conversations with library faculty regarding strategic planning. Please make every effort to attend.

# Appendix WW – Liaison Librarian

## Position Description

***Position Title: Academic Liaison Librarian***

***Date: August 19, 2011***

***Prepared by: Mary Nino***

***Subject Areas:***

- 1
- 2
- 3
- 4

***Campus & CSU Roles and Responsibilities (do not include any professional associations or external organizations)***

- 1
- 2
- 3
- 4

***Liaison Librarian Responsibilities:***

- Serves as liaison to faculty and students in assigned subject areas, remaining conversant with and responsive to curricular and program changes.
- Provides specialized reference and research consultation in assigned subject areas in addition to providing reference service to campus and community library users at the reference desk, email, virtual and in office consultations.
- Develops partnerships with teaching faculty to incorporate information literacy competencies into library instruction the classroom and in online environments
- Works collaboratively with and implements projects and assignments under the direction of the Associate Dean for User Services, Research & Scholarly Resources
- Creates a learner-centered teaching environment by using active, collaborative, and other appropriate learning activities, modifying teaching methods and delivery as appropriate to address different learning styles, language abilities, developmental skills, age groups, and the diverse student needs
- Establishes methods for assessing student learning and evaluating instructional efficacy and uses the data collected to guide personal teaching and professional development. Share data with appropriate departments and teams.
- Ensures curriculum-aligned collection development, including selection, evaluation, and budget oversight for assigned subject areas.

- Reviews and manages disciplinary collections to ensure they satisfy current and anticipated research and teaching needs as budget allows.
- Maintains and updates libguides for subject specialties and explores options for embedding library resources in course management system
- Participates in library teams, library governance, professional development activities, and university service. This may also include serving on and representing the library on joint (SJPL and SJSU), campus, and system wide committees and/or task forces
- Encourages and facilitates participation in the University's institutional repository and educates and informs faculty and staff about scholarly communication issues
- Builds a record of progressive scholarly and professional achievement to fulfill the University requirement of retention, tenure and promotion. Library practice allots 4 hours weekly to the pursuit of this goal.

**Name:**

**Signature:**

**Date:**