SAN DIEGO MESA COLLEGE

Program Review

Summary and Reflections with Unit Goals, Action Plans, and Updates

Academic and Learning Support - Library Services

Executive Summary

Describe the successes and challenges your unit has faced since the last comprehensive review.
Challenges have created successes in library services as we adapt to changing landscapes. Most memorably, the Covid-19 lock down allowed us to focus on the expansion and strengthening of online services and resources that we provide. Some examples:

- We took our library instruction session fully online via Zoom and maintained it upon return to campus
- We had approximately 15 online research guides before lockdown. We created an additional 14 during lockdown and have created an additional 11 since we have returned to campus.
- We expanded our research appointments to include a Zoom option
- An initial book scanner was bought through a partnership with the Next Up! Program. This resource was so popular that a second one was purchased later using Higher Education Emergency Relief Funds (HEERF) funds.
- Laptop, webcams, hotspots, graphing calculators and other equipment was purchased with HEERF funds were catalogued and circulated through library services
- Online forms were created for a new book scanning and laptop checkout program
- Collaborations were created with other departments on campus to assist in the distribution, cataloging and tracking of resources.
- The closing of the Fashion Institute of Design and Merchandising allowed us to procure, via donation, over 15,000 of their books for our library.

As programs and resources have expanded there have been a staffing challenge in regard to cataloging, processing and distributing new resources. One of the ways we are addressing these areas is in our resource requests. Additionally, while we have been fortunate to be the recipient of various one-time funding opportunities to bolster our print, ebook and database collections the yearly allocation has remained the same for well over ten years and ongoing subscriptions will not be able to be maintained in the near future without budget augmentations.
In 2019 we hired our Equity and Engagement librarian. She has turned her expertise both inward by such work as looking at our library collections and instruction practices with an equity lens. She has also focused outside of the library walls with outreach efforts targeted at underserved communities on campus. These efforts have resulted in increased library resource usage and collaborations throughout our campus community.
The Open Educational Resource (OER) work that has been spearheaded by our Collection Development/OER Librarian has resulted in students saving over $1 million per year in textbook costs. An ever-increasing number of faculty and programs on campus are becoming involved in the low cost and no cost material movement, such as Mesa's 14 zero textbook cost (ZTC) degrees and certificates, of which we anticipate more growth in this area.
Lastly, in 2020 our college implemented a new Library Services Platform (LSP) that was made available through the State of California to all California Community Colleges. This put the majority of our 116 campuses on the same library resource searching software, allowing our students to have a similar look and feel regardless of which campus they were to attend. As an added bonus this is also the same LSP used in many four year institutions, which will make a student's transfer journey that much easier when they arrive on a new campus and utilize library resources. While the up side to this project is tremendous the work to move all of our files, learn the new systems' front and back end as well as learn how to maintain it has been challenging and we continue forging ahead with the intention of making the experience user friendly and accurate.

If applicable, describe any major curricular or service changes your unit has engaged in and the impact of those changes since the last comprehensive review.
Most notably the OER/Collection Development Librarian has added a Canvas course called "Mesa's Open Shared Accessible and Inclusive Courses" (MOSAIC). The modules in this course assist faculty in the creation open access materials for their students. Since its inception in 2018, 31 faculty members have completed MOSAIC and Mesa now has 14 ZTC degrees and certificates. The impact can be seen in the savings to students mentioned above.

If applicable, describe the impact of any new resources (human, fiscal, etc) on the unit and/or action plan implementation.
As previously mentioned our new Equity and Engagement librarian has been increasing the visibility of our library programs, particularly to our traditionally underserved populations that may not be familiar with what and how we offer assistance. She has also added ten non-curricular area research guides to our curricular area offerings that celebrate and take a deep dive into various communities, their histories and resources available to learn more. These guides can be seen and used by members of

the Mesa College community online, at any time of the day or night. To date, since the first of these guides was published in September of 2021, they have been accessed 1,051 times.

If you assess OUTCOMES, please confirm that the outcomes have been reviewed for accuracy. If you do not assess Outcomes, skip this question.
Reviewed & Accurate

Related Documents for Charts and Graphs

Executive Summary Complete
Yes

Data Reflection

Trends observed in program/service area's data.
While formalized data collection efforts are in their infancy in regard to our "one shot" library instruction sessions. Work is being done with the office of institutional effectiveness to create a dashboard that will provide our impact particularly in the areas of success, retention and equity gaps. Preliminary results show a general increased success rate across the board, regardless of demographic area, when students receive information literacy instruction.
OER/ZTC adoption, spearheaded by the library program, has been a major player in the 14 degree pathways currently offered at Mesa and the over $4 million dollars being saved by students as of Fall 2022. With additional support being added by way of OER ambassadors and a NANC employee the program expects to see continued growth.
Use of online library resources remains very high in the areas of database, ebook, tutorial and research guide access. As we have increased our online offerings, students and faculty have increased in their usage of those resources.

Describe any equity gaps in the data. Are there differences and/or patterns observed by demographics (e.g.race/ethnicity, gender, age, etc.)
Textbook costs continue to be a barrier for students. Aside from the OER efforts mentioned above, the library also provides Course Reserve texts that can be checked out and used within the library. With the addition of our book scanners, students who check out a course reserve can scan portions and read them, anywhere, for free, on their mobile devices. While the library does not gather individual checkout data for privacy reasons, we do find that our course reserve books remain our most actively checked out physical library collection.
With the addition of recent one time funding we have been able to increase our online resources and purchase items such as article databases and streaming video subscriptions that are more inclusive in their content. While, for privacy purposes, we do not have specific demographic data regarding who is accessing these materials they are being heavily used and as we gain more titles and people see themselves being represented, more titles are being requested by our community to be added to our collections.

Related Documents for Charts and Graphs

Describe the discussion(s) that took place about the unit's learning outcomes assessment data.
The current learning outcomes for library instruction and other services are in the process of being updated. We hope, with the addition of a designated, full time, Instruction Librarian, this coming fall and the recent addition of a full time, library supervisor, we will be able to complete this task in the coming years.

Data Reflection Complete
Yes

Practice Reflection

Describe current practices your program/service area has engaged in that you believe impact the above data trends and equity gaps.
The library's data from individual consultation and customized library instruction was collected and shared with the Office of Institutional Effectiveness (IE) in 2019. The initial results were positive showing nearly a .5 increase in GPA for all students, including underrepresented, who participate in library services versus those who did not. We believe this is due to the hiring of an Equity and Engagement librarian and the success of her work across campus. The project with IE has been stalled recently and we hope to revitalize it in the coming year.

Summary and Reflection

What other factors (internal or external) might also impact the above data trends and equity gaps?
While our course reserve program is active it could be more impactful however we have a lack of staffing to support the maintenance and growth of that area. We have addressed this in our Classified Hiring requests.

Related Documents for Charts and Graphs

Practice Reflection Complete
Yes

Mid-Cycle Updates

YEAR 2 Updates (2023 - 2024)

Provide any edits or updates to the prompts originally documented in the Executive Summary section for Year 2.
Successes

Instruction Librarian was hired on July 2, 2023. Miguel Murillo is rebuilding our instruction program after the campus has fully reopened.

New student furniture on the 3rd and 4th floor student study areas. The space meets student's needs for collaborative and quiet study.

New Help Desk on the first floor of the LRC which provides one-point help for students combining circulation, technology help, and librarians in one space.

New Reference pods provide private space to handle student's reference appointments.

Initial research with IE and Library assessment data show a positive impact on student success across all demographics of students, especially for at-risk and underserved communities

Resources Budget has been augmented. Now able to re-adopt previously cut resources and supplement academic materials to provide support to course curriculum, accreditation, and student research across the college.

Backlog of materials from donations was resolved with Joel Bakker, a temporary adjunct cataloging librarian and two NANCEs.

Challenges

The elimination of all three media technician positions through retirements (2019-2020) is impacting the library and LRC in that the building is now open more hours than before with substantially fewer staff and the librarians absorbed some of the workload from the media technicians.

Librarians are providing more reference hours than before the pandemic. Each week librarians are providing 2 hours reference desk, one day asynchronous reference, one evening per week, 2-3 hours of on-call reference, and several hours of reference appointments per week with no adjuncts and only 1 pro-rata.

Students are requesting more technology items such as laptops, graphing calculators, and mobile hotspots which the library does not have enough items to support student demand.

Technical Services is doing more than double the work without key staff including a trained media technician. Pre-pandemic new titles added to the library collection was between 1,000-1,200 titles. Several thousand titles are being added per year with extra workload falling on the Technical Services Coordinator, student workers, and NANCs.

The library classroom was built in 1990's and has not been refreshed. The projector and screen do not meet the current needs of the size of the room or display appropriate resolution of applications and online platforms. Students in the back of the room are more than 50 feet away and there is a need for additional screens/monitors. Accessibility is a problem with no workstations

for students in wheelchairs. 10-20% of the computers are down and students are unable to participate or complete the course learning outcomes.

Provide any edits or updates to the prompts originally documented in the Data Reflection section for Year 2.
The LRC is documenting how many students are using the library services and spaces. The LRC is now open 58 hours a week. There is a massive increase in the number of students using the LRC with upwards of 300 students in the building during peak hours. We have seen a 639% increase in the number of questions asked at the LRC Help Desk. So far, Fall 2023 over 1736 students and faculty have received assistance from Library Staff and Librarians.
We have seen a 166% percent increase in the number of reference questions being asked in person. Asynchronous and reference appointments (including Zoom) are still increasing each semester and the questions are taking longer to answer than before. Fall 2023 over 415 reference questions were asked in person, appointment, and asynchronously, not including our 24/7 library help.

Review Outcomes Report. Review the unit's outcomes assessment process for 2022 - 2023. Discuss connections to unit goals/action plans/resource requests.

Provide any edits or updates to the prompts originally documented in the Practice Reflection section for Year 2.
We have requested classified support with Textbook Affordability to track Zero Textbook Cost Degree Pathways. This is a substantial area that the library is working to close equity gaps and adequate personnel is needed to support faculty and students.

YEAR 3 Updates (2024 - 2025)
Provide any edits or updates to the prompts originally documented in the Executive Summary section for Year 3.
Mesa Library continues to to see exponential growth in services. 6 librarians, 3 media clerks, 1 media tech, 1 admin tech, 1 ILT and 1 instructional support supervisor work to staff the building 56 hours a week, handle the 80,000 print materials, 100,000 eBooks, 110+ electronic databases. Services continue to be in demand and we have seen a 339% increase in reference questions, 65% increase in student consultations, 63% increase in library instruction, 157% increase in circulation of print collection, and over 1400 loans of technology equipment. Two new media clerks were recently hired for 2 positions which had been vacated to retirement and a transfer. The number of student and veteran workers has decreased due to funding. Mesa Impactship Program helped fill staffing shortage for a brief period over summer. Staffing still remains challenge based on the hours of the building and the demand of the library's services.

Artificial Intelligence (one of the literacy's under the umbrella of Information Literacy) is dramatically impacting librarians work with many course- specific library classes needing AI instruction ranging from the ethics of using AI to which platforms to use, and how to create prompts. This requires librarians to need professional development. One librarian is on reassign time for .4 to the District to support District AI initiative. The demand to support the campus with AI will continue to grow and a librarian with expertise in this field is a needed addition to the team.

Zero Textbook Cost (ZTC) and Open Educational Resources (OER) continue to rapidly grow with students needing affordable materials and faculty seeking resources. Mesa has received over $625,000 in grants to develop specific courses and degrees. However, we lack the needed classified professional support needed for textbook affordability and once again are submitting a request for an Admin Technician to support is this desperately needed role.

Our largest challenge this year was a combination of single sign on with multi-factor authentication in conjunction with a statewide change to ezprozy. This two system changes were outside the control of the librarians and catastrophically resulted in students and faculty being unable to access any electronic library resources in January 2024 at the same time the Electronic Resources Librarian was on sabbatical. In the future, we recommend librarians being replaced at a 1.0 rate for their entire sabbatical rather than a .6 for the weeks of the semester.

Two of the librarians continue to be 11 month contract while 4 are 12 month contract. Districtwide all librarians are 12 month. This year we saw an increase in demand for instruction and outreach events in July which we were unable to meet based on that being the role of the librarians who were off contract.

One of our biggest successes this year was receiving Insight Into Diversity Magazine's 2024 Library Excellence in Access and

Summary and Reflection

Diversity (LEAD) Award
a national recognition of academic libraries that are making a difference for all underrepresented groups.

Provide any edits or updates to the prompts originally documented in the Data Reflection section for Year 3.
The new Instructional Librarian, is also our new DOC, and this area is still being developed. The library's learning outcomes regarding information literacy (the set of integrated abilities encompassing the reflective discovery of information, the understanding of how information is produced and valued, and the use of information in creating new knowledge and participating ethically in communities of learning) are part of Mesa's institutional learning outcomes and ACJCC Accreditation Standard 2.3. Summer of 2024 the librarians were able to build information literacy modules in Canvas which students can access on demand and classroom faculty can refer students to the modules to meet information literacy learning outcomes. This is a sustainable scalable model since 6 librarians with one classroom do not have the capacity to meet the information literacy needs of all of Mesa's students through synchronous course-specific instruction.

The library faculty collect data in multiple platforms to track usage, equity gaps, and more with internal programs which are reviewed monthly and yearly as we are required to share our data for Annual Library Data survey, iPEDS, and ACRL surveys. We continue to see dramatic increases in the usage of our services. Access to technology remains one of the challenges with students needing access to laptops and hotspots and the library not having enough equipment to meet demand. Study rooms continue to be a popular item where we are unable to meet demand.

Review Outcomes Report. Review the unit's outcomes assessment process for 2023 - 2024. Discuss connections to unit goals/action plans/resource requests.
The new Instruction Librarian started teaching the LIBS 101 class in Fall 2024. The course will be assessed in Spring 2025. The librarians are working with IE to evaluate the data we are collection through our internal data systems, Gimlet and SpringShare.

Provide any edits or updates to the prompts originally documented in the Practice Reflection section for Year 3.
The Equity and Engagement librarian has seen a 900% increase in student interactions, including embedded librarian sessions for Black Studies courses, and campus-wide library events such as Pop-Up Library: A Celebration of Cultural Unity and Banned Books Panel Discussion with English Department. The library internally tracks in Gimlet potential equity barriers and reviews these monthly and yearly in order to make revisions on library procedures or purchase materials which are lacking in the collection.

Now that a contract faculty is teaching the LIBS 101 course and has drastically revised the course to be student centered prioritizing removing barriers to student success. Reviewing the past 4 years of course success equity gaps we are aware of a 14% gap for African Americans and 22% gap for multi-ethnicity. Our goal is to see the gaps close or be eliminated with the course redesign and a contract faculty teaching the course.

YEAR 4 Updates (2025 - 2026)

Provide any edits or updates to the prompts originally documented in the Executive Summary section for Year 4.
The Mesa Library continues to advance its mission of providing high-quality, equitable learning support despite significant staffing and building challenges. Our Unit Goals guide our ongoing improvements and the services we provide to Mesa's 31,000 students. The library remains the preferred study space on campus, demonstrated by a gate count of 263,281 this year. Students rely on the library for academic support, technology access, research help, group work, and quiet space—needs that continue to grow year over year.

Research support has increased dramatically. Last cycle, we saw a 339% increase in reference transactions. This year, we experienced an additional 73% increase, totaling more than 2,108 in-person reference transactions, 400+ online reference interactions, and 100+ student consultations. Demand is at historic highs, even while we were down a pro-rata librarian and continue to operate with only six full-time librarians—two of whom are not 12-month employees.

Despite these limitations, we continue to provide inclusive, culturally affirming services through library outreach events and partnerships such as Library Pop-Up Events, AANAPISI Study Jams, rotating cultural library displays, and campus outreach efforts. Continue to be challenged by not having a budget for promotional materials despite attending student events such as CRUISE, Jumpstart, Library Pop-Ups, and Study Jams. The outreach team has made significant strides in strengthening the library's presence and visibility through intentional social media engagement. By consistently sharing information about library services, workshops, resources, cultural programming, and academic support, the team has expanded student awareness and accessibility beyond the physical library space. Through creative content, timely announcements, and interactive posts, social media has become a meaningful outreach tool that supports student engagement, promotes event attendance, and

Summary and Reflection

highlights equitable access to resources.

Our instructional reach expanded significantly, supporting Mesa's Information Literacy Institutional Learning Outcome. This year, we taught:

5,177 students (a 38% increase from 3,746 last year)

104 instruction sessions

11 tours

10 workshops (including AI literacy sessions)

We redesigned our library classroom to improve visibility, accessibility, and flexibility, enabling larger and more diverse instructional partnerships. Expanding social media engagement increased our visibility and helped students access services more easily.

However, high demand also resulted in a two-week waitlist for research appointments, leaving many students without timely help—an equity and retention concern that cannot be addressed without additional librarian and staff support.

Significant progress was made this year:

Completed a seven-year evaluation and full inventory of the 3rd-floor print collection

Expanded technology lending to 1,356 items (up 22%)

Significant increase in the number of print book reserves lending (1,823, up 98%)

In the process of expanding course reserves to digital reserves for students to have 24/7 access to high-cost textbooks

Continued increased student use of digital materials (19,853 eBook titles; 19,246 streaming titles; 86,224 e-serials)

However, modernization efforts remain constrained by severe facility needs:

3rd-floor flooding that damaged the art history portion of the library collection

Elevator outages that impair access

Carpet replacement is needed on four floors and all study spaces

Bathroom and maintenance issues, including a four-month breakroom closure

Overflowing demand for group study rooms

Only one library classroom, which is insufficient for rising instruction requests

Sustained investment in building maintenance and modernization is essential for safe, equitable student learning spaces.

AI literacy emerged as a major instructional need across disciplines. Librarians provided specific AI literacy instruction for students, faculty, and staff; however, growing demands require extensive professional development and staffing.

OER/ZTC support expanded with the hiring of a ZTC Grant Manager and ZTC Outreach Coordinator. Still, a classified professional dedicated to textbook affordability is critical, particularly for the accessibility of digital textbook files and compliance with the new Title 5 Burden-Free Instructional Materials.

Summary and Reflection

The library delivered instruction across multiple modalities—class visits, LIBS 101, online modules, research guides, on-demand videos, and walk-in workshops—supporting students in navigating information, evaluating sources, and combating AI-generated misinformation.

The redesigned classroom enabled more effective teaching, but with only one instructional space, we cannot meet current demand. Additional classroom and instructional space is required for full alignment with the campus's Information Literacy outcomes.

Staffing remains the most urgent and profound challenge affecting our ability to support students.

According to the California Code of Regulations, Title 5, Section 58724, our FTES and headcount indicate we should have:

11 full-time librarians (we have 6, including 2 not on 12-month contracts)

15 classified library support staff (we have 9, with only 2 library technicians trained in acquisitions and course reserves)

This means the library is currently operating with:

A 45% shortfall of librarians (missing 5 positions)

A 40% shortfall of classified staff (missing 6 positions)

No adjuncts to meet historic levels of reference demand

Insufficient library technicians to clear the cataloging, acquisitions, course reserve, and digital reserves backlog. In 2019/ 2020, we had three retirements, and the library's knowledge and expertise for classified materials were not replaced, which negatively impacts the library services.

These overall staffing shortages directly limit our ability to provide instruction, handle reference volume, manage collections, maintain reserves, and support course reserves procurement and accessibility. They also directly impact equity, delaying access to materials and reducing student support during critical research periods.

The Mesa Library continues to deliver high-impact, equity-driven services that support learning, retention, and student success. We have increased instruction, expanded collections, modernized spaces, grown digital access, and strengthened campus visibility—all while operating with staffing levels far below Title 5 requirements and in a building plagued by ongoing maintenance issues.

Provide any edits or updates to the prompts originally documented in the Data Reflection section for Year 4.
Mesa Library annually reports our data in the Annual Library Data Survey and iPEDS data. These surveys look at our budget, librarians, classified, library collections, circulation, course reserves, instruction program, outreach, and more. Here is a summary of the areas impacting Mesa's students.

Reference & Research Support

Student demand for research help continues to rise dramatically.

This Year:

2,108+ in-person reference transactions

400+ virtual reference interactions

100+ individual research consultations

Change:

Summary and Reflection

Total reference demand increased by 73% this year, following a 339% increase last year.

Librarians now spend a minimum of 20% more time per week supporting reference questions and consultations due to demand.

Impact:
Students are seeking more help evaluating sources, navigating AI-related misinformation, and completing research assignments. High wait times—including a two-week backlog for appointments—signal an equity concern and the need for additional librarian staffing.

Collections & Resource Usage

Total print circulation increased from 2,259 ? 3,188 (41% increase)

Print course reserves increased from 921 ? 1,823 (98% increase)

Impact:
The growth in reserves and streaming media reflects strong demand for course-aligned and accessible materials.

Technology Circulation

Technology remains one of the library's most in-demand services.

This Year:

1,356 items checked out (22% increase)

Technology items (laptops, tablets, Wi-Fi hotspots, calculators, chargers) are checked out quickly, often running out early in the semester.

Impact:
High technology circulation remains an equity issue, particularly for late-start students who are left without essential learning tools when inventory is depleted.

Student Use of the Building

The Mesa Library remains the preferred study and learning environment on campus.

Gate Count:

263,281 total student entries this year a 38% increase over last year.

Impact:
This sustained, high-volume student use reinforces the library's role as Mesa's central academic hub. It also amplifies the strain on study spaces, technology, staffing, group rooms, and building infrastructure—especially given only one library classroom and persistent maintenance issues.

5. Library Instruction

Demand for information literacy and research instruction continues to rise.

This Year:

Summary and Reflection

5,177 students taught (38% increase)

104 instruction sessions

11 tours

10 workshops

Expanded AI literacy instruction for students, faculty, and staff

Impact:
Instruction is growing faster than library instructional space and staffing can support. With only one library classroom—and two librarians not on 12-month contracts—we are unable to meet the demand.

Outreach and Social Media Engagement
The growth in online interactions reflects increased student interest and responsiveness, demonstrating that the outreach team's strategic communication efforts are effectively strengthening relationships between students and the library. This work has not only enhanced visibility but has also contributed to building a sense of belonging and connection within the campus community.
Impact :
There was aignificant increase in the library's social media activity and engagement with over 8.9k views, 59% increase, and views from non-followers and 522 followers on the social media handle. With two librarians not on 12-month contracts, we are unable to meet the demand of supporting the outreach team and student needs during peak library events.

Review Outcomes Report. Review the unit's outcomes assessment process for 2024 - 2025. Discuss connections to unit goals/action plans/resource requests.

Provide any edits or updates to the prompts originally documented in the Practice Reflection section for Year 4.

YEAR 5 Updates (2026 - 2027)
Provide any edits or updates to the prompts originally documented in the Executive Summary section for Year 5.

Provide any edits or updates to the prompts originally documented in the Data Reflection section for Year 5.

Review Outcomes Report. Review the unit's outcomes assessment process for 2025 - 2026. Discuss connections to unit goals/action plans/resource requests.
Provide any edits or updates to the prompts originally documented in the Practice Reflection section for Year 5.

Unit Goals, Action Plans, and Updates

Quality Services

Unit Goal: To provide quality services in a library learning resource environment that promotes diversity, equity, and inclusion .

Goal Status: Active

Beginning Year: 2022 - 2023

Projected Completion Year: 2025 - 2026

Mapping

Mesa College Strategic Plan: Roadmap to Mesa2030:

- **Community - Objective 2:** Develop activities, spaces, and programs that support a sense of belonging with a focus on antiracism, historically minoritized groups, and inclusion. (✓)
- **Community - Objective 3:** Build a culture of communication that is evidence based, race conscious, institutionally focused, systemically aware, and equity advancing (✓)
- **Community - Objective 4:** Remove barriers to equitable participation by developing, incentivizing and creating structures for all employees to engage in and design professional learning (✓)
- **Community - Objective 5:** Increase opportunities to be an asset and resource to the external community (✓)
- **Completion - Objective 2:** Develop cross - functional teams that support student success and include integrated career and transfer counseling. (✓)
- **Completion - Objective 3:** Design and promote programs and services that intentionally target a reduction in equity gaps in completion outcomes (✓)
- **Completion - Objective 4:** Support students' access to resources to mitigate the impact caused by technological and basic needs insecurity (✓)
- **Pathways and Partnerships - Objective 3:** Increase community engagement, experiential learning, integrated career planning, and workforce training to prepare students for future careers (✓)
- **Pathways and Partnerships - Objective 5:** Develop and implement technologies, including website redesign, that will make pathways information available to students so that they can effectively utilize this information in their educational and career planning (✓)
- **Scholarship - Objective 2:** Evaluate and improve Diversity, Equity, and Inclusion practice in classroom environments, campus activities, departments, schools, and administrative units (✓)
- **Scholarship - Objective 5:** Reduce costs associated with instructional materials to support the elimination of equity gaps (✓)
- **Stewardship - Objective 2:** Support processes and initiatives that prioritize environmental sustainability and reduce Mesa College's impact on climate change (✓)
- **Stewardship - Objective 6:** Develop a proactive hiring plan that includes a review of advertising, screening, and interviewing with a goal of establishing a diverse and competent workforce that is reflective of the student population and the local community (✓)

Action Plans	Updates
Action Plan Status: Active	**Submission Date**: 11/21/2025

Unit Goals, Action Plans, and Updates

Action Plans	Updates
Action Plan: 1. Hire Classified Staff to fill vacant/frozen positions 2. Hire Instructional Librarian/ 3. Acquire annual NANC budget & hire NANC 4. Collaborate with campus departments 5. Collaborate with students and organizations 6. Continue to maintain and expand OER efforts 7. Continue to maintain and expand library program outreach efforts such as our Equity and Engagement efforts. **Action Plan Cycle:** 2025 - 2026, 2024 - 2025, 2023 - 2024, 2022 - 2023	**Action Plan Update**: The Library has made meaningful progress toward providing high-quality, student-centered services. We expanded collaborative partnerships across campus—including work with the Bookstore, Mesa Ambassadors (Library Ambassadors), AANAPISI Study Jams, Veterans, Honors, the Writing Center, Mesa Impactship, and SDCCD Accessibility/DSPS, particularly through the Alma-D access initiative. Hiring a ZTC grant manager was essential to support the statewide ZTC Grants. OER efforts with professional learning provided at Catalyst, Open Ed Week, Distance Education Conference and other campus and district efforts remain strong. Faculty continue to meet with the OER librarian to find resources, obtain eBooks, and other library resources to support burden free instructional materials for their students. Outreach efforts continued to grow, and remain strong through social media postings, campus-wide pop-up events, Welcome Week tabling, Banned Books activities, rotating book and atrium displays, DEIA-aligned exhibits, and an expanded social media presence. Summer interns from Junior Achievement and Mesa Impactship bolstered service capacity temporarily, helping us maintain the library print collection and handle projects which otherwise would not be completed. Despite these successes, we remain off track in several critical areas due to staffing shortages and limited resources. We still need a stable NANC budget, and several vacancies remain unfilled—including an upcoming ILT position vacated through retirement, a newly vacant Media Clerk position, and the essential Media Technician roles (which were lost when 3 media technicians retired in 2019-2020). These staffing gaps strain our ability to deliver consistent, high-quality services. Outreach efforts are also hampered by the absence of marketing and promotional materials, making collaboration at tabling and partner events challenging and less effective. To fully meet our Quality Services goals, we must secure needed hires, establish a reliable NANC budget, and obtain marketing supplies to support meaningful campus and community engagement. **Update Year**: 2025 - 2026 **Action Plan Progress**: Barriers Encountered **Submission Date**: 11/25/2024 **Action Plan Update**: Hired 2 Classified Staff to fill vacant positions Still need an annual NANC budget & hire NANC Continue to Collaborate with campus departments, Collaborate with students and organizations, Continue to maintain and expand OER efforts, and Continue to maintain and expand library program outreach efforts such as our Equity and Engagement efforts to improve awareness of library resources and services. **Update Year**: 2024 - 2025 **Action Plan Progress**: On Track **Submission Date**: 11/17/2023

Unit Goals, Action Plans, and Updates

Action Plans	Updates
	Action Plan Update: Hired an Instruction Librarian **Update Year**: 2023 - 2024 **Action Plan Progress**: On Track

Increase library presence and promote access to utilizing Library Resources

Unit Goal: Increase library presence and and promote access to utilizing Library Resources

Goal Status: Active

Beginning Year: 2024 - 2025

Projected Completion Year: 2025 - 2026

Mapping
Mesa College Strategic Plan: Roadmap to Mesa2030:

- **Community - Objective 2:** Develop activities, spaces, and programs that support a sense of belonging with a focus on antiracism, historically minoritized groups, and inclusion. (✓)
- **Community - Objective 3:** Build a culture of communication that is evidence based, race conscious, institutionally focused, systemically aware, and equity advancing (✓)
- **Community - Objective 4:** Remove barriers to equitable participation by developing, incentivizing and creating structures for all employees to engage in and design professional learning (✓)
- **Community - Objective 5:** Increase opportunities to be an asset and resource to the external community (✓)
- **Completion - Objective 3:** Design and promote programs and services that intentionally target a reduction in equity gaps in completion outcomes (✓)
- **Completion - Objective 4:** Support students' access to resources to mitigate the impact caused by technological and basic needs insecurity (✓)
- **Pathways and Partnerships - Objective 3:** Increase community engagement, experiential learning, integrated career planning, and workforce training to prepare students for future careers (✓)
- **Scholarship - Objective 2:** Evaluate and improve Diversity, Equity, and Inclusion practice in classroom environments, campus activities, departments, schools, and administrative units (✓)
- **Scholarship - Objective 5:** Reduce costs associated with instructional materials to support the elimination of equity gaps (✓)
- **Stewardship - Objective 2:** Support processes and initiatives that prioritize environmental sustainability and reduce Mesa College's impact on climate change (✓)
- **Stewardship - Objective 6:** Develop a proactive hiring plan that includes a review of advertising, screening, and interviewing with a goal of establishing a diverse and competent workforce that is reflective of the student population and the local community (✓)

Unit Goals, Action Plans, and Updates

Action Plans	Updates
Action Plan Status: Active **Action Plan:** 1. Marketing/ 2. Continuously Update Library Website/ 3. Outreach/ 4. Signage/ 5. Promotional Videos/ 6. Partner with Campus departments and student organizations/ 7. Training/ 8. Digital Signage/ 9. Social media/ **Action Plan Cycle:** 2025 - 2026, 2024 - 2025, 2023 - 2024, 2022 - 2023	**Submission Date**: 11/21/2025 **Action Plan Update**: The Library has made strong progress in increasing its presence on campus and improving access to library resources. Marketing and outreach efforts expanded through Welcome Week and Jumpstart tabling, pop-up events, Banned Books programming, and collaborations with AS and other campus organizations. Digital display screens, social media campaigns (IG, FB), and monthly collection highlights helped us reach students where they are. We created promotional “reels” to engage the community and partnered with numerous departments—including AANAPISI, Veterans, Honors, the Writing Center, Mesa Ambassadors, ,Mesa Library Ambassadors Program, and DSPS—to bring library resources directly into student spaces. Website improvements are currently underway in collaboration with Joel Arias, and updated signage on the 3rd floor is in progress to make collections more discoverable. These efforts support our unit goal of increasing access and strengthening the visibility of library resources across campus. There was aignificant increase in the library's social media activity and engagement with over 8.9k views, 59% increase, and views from non-followers and 522 followers on the social media handle. However, a lack of dedicated marketing and promotional materials remains a significant barrier. Without a promotional materials budget, tabling and partner events can feel incomplete and reduce our visibility and impact. To fully meet this goal, the Library needs a reliable budget for marketing materials and continued support for website redesign, signage, and collaborative outreach efforts. **Update Year**: 2025 - 2026 **Action Plan Progress**: Barriers Encountered **Submission Date**: 11/17/2023 **Action Plan Update**: Marketing with flyers for library research and ZTC pathways completed Fall 2023.Completed tabling events during CRUISE, welcome week, and other campus events. Library Instagram page created with content. Continue to need NANC and student workers for this project. Continue to need budget for swag and printing. Need for budget to change building signage. **Update Year**: 2024 - 2025 **Action Plan Progress**: On Track
Action Plan Status: Active	**Submission Date**: 12/02/2024 **Action Plan Update**: The Library participated in in campus-wide events (Welcome Week, Jumpstart, Cruise), organized Pop-Up library event, banned books week and Library information sessions event using Diversity Library Resource guide **Update Year**: 2024 - 2025 **Action Plan Progress**: On Track

Unit Goals, Action Plans, and Updates

Action Plans	Updates
Action Plan: Increase outreach efforts and library representation to students' groups Class Visits Library Information Sessions Library Instruction Workshops Campus Wide Events Pop Up Library Events Resource Guides for Affinity Groups (Latinx, Black/African American Student Union, Asian Pacific Islander, Native American, LGBTQIA groups, **Action Plan Cycle:** 2025 - 2026, 2024 - 2025	**Submission Date**: 12/02/2024 **Action Plan Update**: Build campus connections and improve library promotion by collaborating with Affinity Groups (Latinx, Black/African American Student Union, Asian Pacific Islander, Native American, LGBTQIA groups **Update Year**: 2024 - 2025 **Action Plan Progress**: On Track

Infrastructure and Technology.

Unit Goal: Refresh, modernize, and streamline library equipment, supplies, furniture, building infrastructure and technology.

Goal Status: Active

Beginning Year: 2022 - 2023

Projected Completion Year: 2025 - 2026

Mapping

Mesa College Strategic Plan: Roadmap to Mesa2030:

- **Community - Objective 1:** Use technology to improve communication and accessibility across campus. (✓)
- **Community - Objective 2:** Develop activities, spaces, and programs that support a sense of belonging with a focus on antiracism, historically minoritized groups, and inclusion. (✓)
- **Community - Objective 4:** Remove barriers to equitable participation by developing, incentivizing and creating structures for all employees to engage in and design professional learning (✓)
- **Community - Objective 5:** Increase opportunities to be an asset and resource to the external community (✓)
- **Completion - Objective 3:** Design and promote programs and services that intentionally target a reduction in equity gaps in completion outcomes (✓)
- **Completion - Objective 4:** Support students' access to resources to mitigate the impact caused by technological and basic needs insecurity (✓)
- **Pathways and Partnerships - Objective 3:** Increase community engagement, experiential learning, integrated career planning, and workforce training to prepare students for future careers (✓)
- **Scholarship - Objective 4:** Expand the use of innovative and high-quality teaching, learning, and support practices that achieve equitable outcomes and increase

student success (✓)

- **Scholarship - Objective 5:** Reduce costs associated with instructional materials to support the elimination of equity gaps (✓)
- **Stewardship - Objective 4:** Establish a college-wide practice and schedule that addresses routine maintenance and renewal of equipment, facilities and technology to ensure access to adequate resources and better serve students (✓)

Action Plans	Updates
Action Plan Status: Active **Action Plan:** 1. Purchase and Install People counter system – allows for accurate and sustainable method of collecting data and statistics of patrons visiting the LRC building. Data collected will aid in better assessing and evaluating the use and effectiveness of Library services and resources provided to students.// 2. Replace old and outdated furniture/ 3. Replace 20+ year old carpet/ 4. Increase annual supply budget to purchase sanitizing and cleaning supplies/ 5. Develop equipment budget/ 6. Purchase book trucks/ [Completed: 2023-2024] **Action Plan Cycle:** 2025 - 2026, 2024 - 2025, 2023 - 2024, 2022 - 2023	**Submission Date**: 11/21/2025 **Action Plan Update**: The Library has made significant progress on several infrastructure and technology goals. Carpet replacement remains a major priority, as worn and aging carpet on multiple floors continues to create safety and accessibility concerns for students and staff. Our sanitizing and cleaning supply needs are being met through collaboration with facilities. Our supplies budget needs to increase to handle the purchase of scientific calculators which are in high demand and students are turned away daily due to no availability. We need funds to purchase 200 scientific and graphing calculators on average cost $150, so we need $30,000 to support student equity and access to needed supplies. Several critical technology needs remain unmet. We require a dedicated equipment budget to replace outdated monitors in reference cubicles and staff offices, and to secure reliable replacement laptops for librarians to support instruction, outreach, and virtual services. The most pressing barrier is our outdated security gate system. The current gates frequently set off false alarms due to interference with student-owned devices (phones, laptops, tablets), creating frustration and accessibility challenges. This year all gates were turned off, due to the consistent false alarms, negatively impacting our collection in which we have seen significant material loss. As a result, we are experiencing increased missing items—including high-cost books for programs such as dental, where nearly all current materials have disappeared from the shelves. Upgrading to a modern, functional RFID security system is essential to prevent further loss and ensure students have equitable access to required course materials as well as removal of the outdated security gates. **Update Year**: 2025 - 2026 **Action Plan Progress**: On Track **Submission Date**: 11/25/2024

Unit Goals, Action Plans, and Updates

Action Plans	Updates
	Action Plan Update: 1. Purchase and Install People counter system UPDATE: Review and discussions with vendor for long term strategy to future proof library counter system to lead to other innovation. Plan: continue to request new gate system through BARC, RFID new incoming items into collection to prepare for future gate counter. Purpose: gate count is beyond counting users entering and exiting building, it will provide a wireless method for inventory, check-in/out of materials, and increase the visibility and findability of the library collection. Barrier: funding 2. Replace old and outdated furniture/ Modernization and futureproofing. New chairs, tables, and new main lecture display in process and slated for installation during intersession 2025. Pending: Modular learning technology: supplementary displays, classroom laptops for students. Currently on track for majority of facilities updates to classroom, and A/V with exception of pending items. 3. Replace 20+ year old carpet/ Most carpets along high use public walkways such as atrium staircases and 4th floor large study room have been replaced. Pending: full replacement of original LRC carpeting. Status of continued work is unknown. **Update Year**: 2024 - 2025 **Action Plan Progress**: Barriers Encountered
	Submission Date: 11/17/2023 **Action Plan Update**: 2. Replace old and outdated furniture - Completed for 1st, 3rd, 4th floor student areas with new chairs, tables, furniture, study cubicles, and single service help desk, and reference consultation cubicles. NEED Library Instruction Classroom LRC 114 to have 45 chairs, 22 tables, 1 ADA student desk, new projector and screen which align with the size of the room. 6. Purchase book trucks- Completed. **Update Year**: 2023 - 2024 **Action Plan Progress**: Barriers Encountered

Unit Goals, Action Plans, and Updates

Professional Learning

Unit Goal: On-going training and professional development.

Goal Status: Active

Beginning Year: 2022 - 2023

Projected Completion Year: 2025 - 2026

Mapping
Mesa College Strategic Plan: Roadmap to Mesa2030:

- **Completion - Objective 3:** Design and promote programs and services that intentionally target a reduction in equity gaps in completion outcomes (✓)
- **Scholarship - Objective 1:** Expand and prioritize professional learning experiences for all employees that create parity in outcomes across racial/ethnic groups and all disproportionately impacted groups (✓)
- **Scholarship - Objective 2:** Evaluate and improve Diversity, Equity, and Inclusion practice in classroom environments, campus activities, departments, schools, and administrative units (✓)
- **Scholarship - Objective 5:** Reduce costs associated with instructional materials to support the elimination of equity gaps (✓)

Action Plans	Updates
Action Plan Status: Active **Action Plan:** 1. Attend Campus Events 2. Attend Districts FLEX opportunities 3. Professional development conferences/and webinars 3. Provide mentorship and learning opportunities for Mesa College students/ **Action Plan Cycle:** 2025 - 2026, 2024 - 2025, 2023 - 2024, 2022 - 2023	**Submission Date**: 11/21/2025

Unit Goals, Action Plans, and Updates

Action Plans	Updates
	Action Plan Update: The Library made strong progress in advancing professional learning, both through staff development and by contributing expertise to the campus and broader academic community. Librarians actively participated in campus events such as Catalyst, Welcome Week, CRUISE, Resource Fairs, Study Jams, and partnerships with affinity groups—strengthening our connection to students and faculty. We engaged fully in district flex opportunities, not only attending sessions but also leading key trainings on AI literacy, Burden-Free/Title 5 materials, information literacy, and OER. Library faculty also attended LOEX (presented), NCORE, A2MEND, ASCCC Curriculum Institute, and statewide OER and AI webinars. We also expanded mentorship and student-centered learning opportunities, supporting SDICCCA interns and serving as Puente Mentors, Mesa Success Coaches, and partners in Mesa Impactship and Junior Achievement programs. These experiences directly support Mesa's mission of cultivating future educators and empowering diverse student populations. Looking ahead, dedicated funding is needed to ensure ongoing access to major professional conferences such as CARL and ACRL. Sustained investment in professional learning is essential for librarians and staff to remain current in rapidly evolving areas such as AI, resource management, accessibility, —directly enhancing the quality of instruction and services provided to students. Funding for professional development remains an ongoing problem particularly for newer tenure-track faculty when less than 50% of the conference and travel is covered. Often the Conference and Travel Committee lacks sufficient funding to support state and national library conferences for airfare, hotel, and conference fees. **Update Year**: 2025 - 2026 **Action Plan Progress**: Barriers Encountered
	Submission Date: 11/22/2024 **Action Plan Update**: Librarians and classified attend convocation, ClassiCon, New Faculty Institute, flex sessions, and Community College League of California (CCLC) work groups/webinars and conferences. Hired student workers, Veterans, and trained/mentored SDICCA and Met High School interns. We attended American Library Association in June 2024 in San Diego, CA. Additional budget is needed to support attendance at American Library Association in June 2025 in Philadelphia, PA. **Update Year**: 2024 - 2025 **Action Plan Progress**: On Track
	Submission Date: 11/17/2023

Unit Goals, Action Plans, and Updates

Action Plans	Updates
	Action Plan Update: Librarians and classified attend convocation, ClassiCon, New Faculty Institute, and flex sessions. Hired student workers, Veterans, and trained SDICCA and Met High School interns. Additional budget is needed to support attendance at American Library Association in June 2024 in San Diego, CA. **Update Year**: 2023 - 2024 **Action Plan Progress**: On Track

Support Mesa's Information Literacy Institutional Learning Outcome

Unit Goal: Support Mesa's Information Literacy Institutional Learning Outcome through library instruction. This includes in-person and virtual library class visits aligned with research assignments, walk-in or online instruction workshops, the LIBS 101 credit course, information literacy modules, and on-demand videos and research guides.

Goal Status: Active

Beginning Year: 2022 - 2023

Projected Completion Year: 2025 - 2026

Mapping
Mesa College Strategic Plan: Roadmap to Mesa2030:

- **Community - Objective 2:** Develop activities, spaces, and programs that support a sense of belonging with a focus on antiracism, historically minoritized groups, and inclusion. (✓)
- **Community - Objective 3:** Build a culture of communication that is evidence based, race conscious, institutionally focused, systemically aware, and equity advancing (✓)
- **Community - Objective 4:** Remove barriers to equitable participation by developing, incentivizing and creating structures for all employees to engage in and design professional learning (✓)
- **Community - Objective 5:** Increase opportunities to be an asset and resource to the external community (✓)
- **Completion - Objective 3:** Design and promote programs and services that intentionally target a reduction in equity gaps in completion outcomes (✓)
- **Completion - Objective 4:** Support students' access to resources to mitigate the impact caused by technological and basic needs insecurity (✓)
- **Scholarship - Objective 2:** Evaluate and improve Diversity, Equity, and Inclusion practice in classroom environments, campus activities, departments, schools, and administrative units (✓)
- **Scholarship - Objective 4:** Expand the use of innovative and high-quality teaching, learning, and support practices that achieve equitable outcomes and increase student success (✓)
- **Scholarship - Objective 5:** Reduce costs associated with instructional materials to support the elimination of equity gaps (✓)

Unit Goals, Action Plans, and Updates

- **Stewardship - Objective 2:** Support processes and initiatives that prioritize environmental sustainability and reduce Mesa College's impact on climate change (✓)

Action Plans	Updates
Action Plan Status: Active **Action Plan:** 1. Continue to increase awareness of "one-shot" library instruction sessions 2. Continue to the build-out and increase awareness of Canvas Information Literacy Modules 3. Create and update video tutorials to improve their visibility across our instructional areas, including the website and research guides. 4. Develop and maintain research guides for both curriculum-related topics and areas of general interest. 5. Continue collaborating with more faculty members to integrate information literacy into their instruction. 6. Continue providing "walk-in workshops" for students who need information literacy instruction beyond their classrooms, and promote these sessions in both in-person and online formats via Zoom. **Action Plan Cycle:** 2029 - 2030, 2028 - 2029, 2026 - 2027, 2025 - 2026	**Submission Date**: 11/25/2025 **Action Plan Update**: Increase Awareness of "One-Shot" Library Instruction Sessions: There is a 40% increase in library instruction sessions compared to the previous year. Collaborate with Faculty to Incorporate Information Literacy: Maintained collaborations with faculty have resulted in tailored instruction sessions that integrate well with research assignments, directly supporting the institutional learning outcomes. We will continue to engage faculty to support this growth by creating an information literacy curriculum that can be integrated into their areas of study. Provide Walk-In Workshops for Students: We have introduced a series of "walk-in workshops" for students, and we have also welcomed faculty and professionals. After conducting several workshops, both online and in-person, some with food and some without, we discovered that partnering with professors and providing food significantly helps us attract a large number of students. Facility Updates: The classroom has been updated with new tables and chairs, two 60-inch monitors, one 90-inch touchscreen monitor, laptops, and a mechanical instruction table that can be raised and lowered. The classroom can accommodate more than 40 students. However, even with additional Wi-Fi routers installed, the laptops often experience lag when the class size exceeds 40. These enhancements to the classroom have facilitated instructional sessions, workshops, and various events that effectively support student learning. **Update Year**: 2025 - 2026 **Action Plan Progress**: On Track
Action Plan Status: Archived	**Submission Date**: 11/21/2024

Unit Goals, Action Plans, and Updates

Action Plans	Updates
Action Plan: 1. Increase awareness of “one shot” library instruction sessions 2. Build out and increase awareness of Canvas Information Literacy Modules 3. Create and update video tutorials and make them more visible in our instructional areas such as the website and research guides 4. Create and update research guides in both the curricular and “guides of interest” areas. 5. Collaborate with more faculty regarding incorporating information literacy into their instruction 6. Provide “walk in workshops” for students who would like to get in person information literacy instruction outside of their classrooms **Action Plan Cycle:** 2025 - 2026, 2024 - 2025, 2023 - 2024, 2022 - 2023	**Action Plan Update**: Increase Awareness of "One-Shot" Library Instruction Sessions: There was a 34.6% increase in library instruction sessions compared to the previous year. Collaborate with Faculty to Incorporate Information Literacy: Strengthened faculty collaborations have resulted in tailored instruction sessions that integrate well with research assignments, directly supporting the institutional learning outcomes. We plan to continue outreach to faculty, contributing to this growth. Provide Walk-In Workshops for Students: Piloted "walk-in workshops" to increase opportunities for student engagement with information literacy instruction outside of classroom settings. Faculty have responded positively. However, we plan to implement a more comprehensive outreach strategy. Facility Updates: There is an urgent need to modernize the library classroom, which needs to be updated despite accommodating larger class sizes of 45 to 50 students. Modernization involves upgrading equipment with screens, desktops, and laptops and adding Wi-Fi routers to ensure a seamless user experience. This improvement will support various teaching styles and practices. **Update Year**: 2024 - 2025 **Action Plan Progress**: On Track **Submission Date**: 11/17/2023 **Action Plan Update**: Hired an Instruction Librarian **Update Year**: 2025 - 2026 **Action Plan Progress**: On Track