



United States Military Academy Library

2015-2017 Program Review



The Primacy of Primary Materials for Research

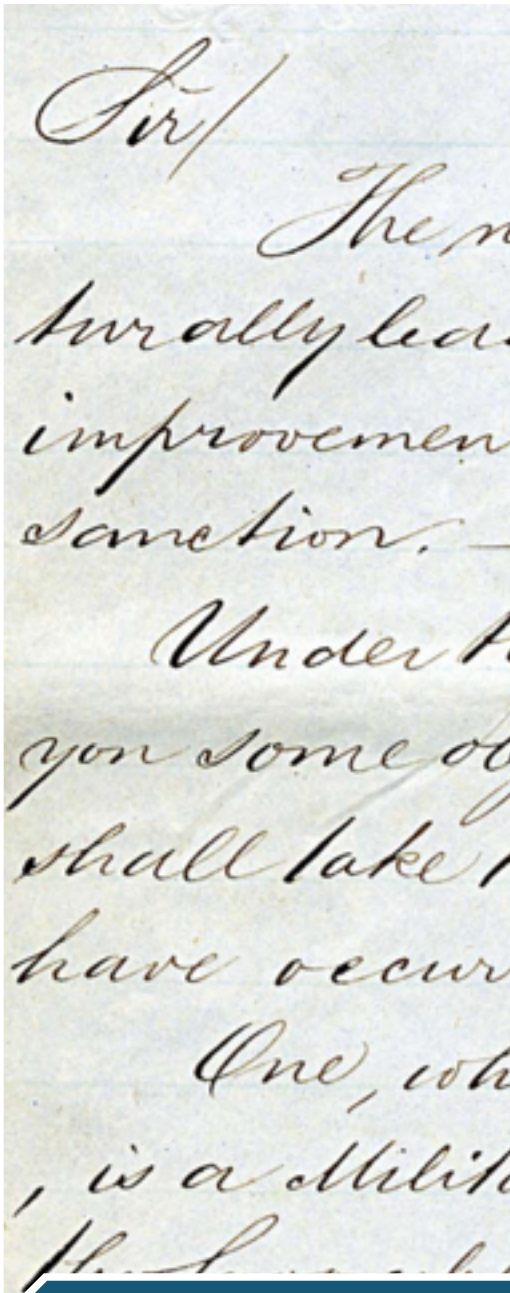
By Christopher D. Barth, *Librarian and Associate Dean*

As the internet continues to drive innovation in information service, perhaps one of the most profound opportunities and areas for growth is in the ability to serve original primary research material to anyone with an internet connection around the world. Whereas, true research once required physical travel to often far-flung libraries and archives, now synthesis of material can be done from one location, connecting repositories of material together in relative ease.

In the online world, we often take for granted the work that it takes to deliver original source material in digital form. From the original work to care for and preserve the physical object, to the work to digitize and manage digital copies, to the effort to translate and make content machine-readable, to the maintenance of internet infrastructure to index and serve material, there are many hands that work together in order to deliver good original content for research online.

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Whereas, true research once required physical travel to often far-flung libraries and archives, now synthesis of material can be done from one location, connecting repositories of material together in relative ease.

The Primacy of Primary Materials for Research (cont.)

USMA Library is pursuing many tracks in order to better position ourselves to deliver primary research materials for our own users on West Point, in addition to other researchers around the world. Here are a few of the ways we are accomplishing this:

- **Our recent staff reorganization allows for much broader engagement across our staff to serve and support original materials** – With continued integration of primary sources into the curriculum at USMA, we continue to see high demand for classroom instruction. Working with unique materials is no longer a side business - these items are now central vehicles through which we accomplish our larger mission of supporting and encouraging research and scholarship. While many libraries divide off their Special Collections and Archives operations into standalone units, we seek to integrate this function as the centerpiece of our service across our staff.
- **We are significantly enhancing our metadata and cataloging of manuscript materials** – Through a multi-year project with contract partners, we are working to make many of the one-of-a-kind manuscript items held in our collections more accessible and discoverable through our own discovery tools as well as more broadly through the internet.
- **We are implementing a new interface for researchers to request access to materials and for us to manage those materials** – Accountability is critical when working with unique materials. Our new system will provide better visibility on who is using our resources, and how they are being used.
- **In 2016-17, we will fully occupy our new research center for unique resources on the fourth floor of Bartlett Hall North** – While our collections have been resident in Bartlett Hall since 2013, our patron services and staff have continued to operate out of Jefferson Hall. In Fall 2016, all operations will finally be co-located, allowing for better access and safer management of materials.

As we work to expand our services and capabilities with regard to primary research materials, we do not lose focus on acquiring and delivering outstanding general use materials to support the curriculum. Our work to modernize staff workflow and assignments helps to make sure we are effective and efficient in continuing to make use of **all** of our collections - general use and unique - in new and exciting ways.

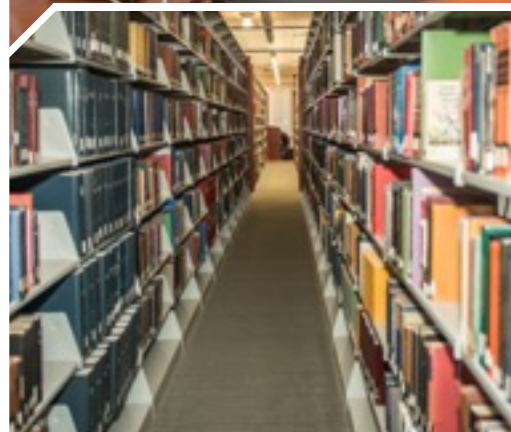
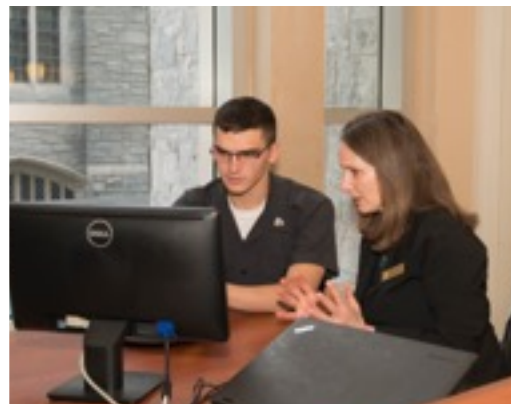
Our Vision

The United States Military Academy Library embraces and advances scholarship, research, and excellence through information service in a digital world while equipping future leaders and scholars for the Army and the nation.

Our Goals

The United States Military Academy Library:

- Partners with faculty and staff to equip cadets with the **information fluency skills** to conduct meaningful scholarship while becoming life-long learners, critical thinkers, and effective leaders. *(Supports the Office of the Dean strategic goal #1 - Cadet Excellence)*
- Acquires, makes available, and maintains outstanding **academic information resources** designed to support the curriculum. *(Supports the Office of the Dean strategic goal #2 - Excellence in Education and Enrichment Opportunities)*
- Offers a collaborative, engaging **place** for scholarship, study, and the pursuit of academic excellence. *(Supports the Office of the Dean strategic goal #6 - Effective Operations and Infrastructure)*
- Curates and shares the **story and history of West Point** and the Academy with the world. *(Supports Office of the Dean strategic goal #5 - Innovative and Responsive Intellectual Capital)*
- Delivers timely and effective **digital and place-based service** to support study, scholarship, and intellectual development. *(Supports the Office of the Dean strategic goal #2 - Excellence in Education and Enrichment Opportunities)*
- Builds and maintains a robust, diverse **suite of digital tools and infrastructure** to support innovative academic information service. *(Supports the Office of the Dean strategic goal #6 - Effective Operations and Infrastructure)*
- Studies and shares the effectiveness, impact, and **value of information services** to support the mission of USMA. *(Supports Office of the Dean strategic goal #5 - Innovative and Responsive Intellectual Capital)*
- Develops and manages **human and financial resources** to support delivery of outstanding information service. *(Supports the Office of the Dean strategic goal #3 - Faculty and Staff Excellence)*



USMA Library Mission

The United States Military Academy Library empowers our cadets, faculty, and staff to be leaders of distinction in scholarship and research by providing:

- **teaching and expertise** in the discovery and application of scholarly information;
- **access to information** supporting the curriculum and independent research;
- **a place to engage** with knowledge, ideas, and one another.

2015-16 Program Notes and Review

This year members of all our teams staffed our two service points in Jefferson Hall, the Circulation/Welcome desk on the first floor and the second floor Service Floor desk on average 103 hours per week.

The USMA Library had 449,594 visitors during the 2015-16 academic year, average nearly 8,500 visitors per week.

We circulated 25,169 items (down from 29,145 in the previous year) with 14,322 renewals. 3,680 of these materials were multimedia items (down from 4,574 in the previous year) and 3,379 collaborative study room keys.

The USMA community borrowed 1,740 books from other libraries. This was an increase of 35% over the previous year. 1,314 items came from our ConnectNY consortium and 426 from other libraries. Our patrons also received 392 articles from other libraries via Interlibrary Loan.

Other libraries borrowed 2,233 books from USMA collections. This was an 80% increase from the previous year. 1,503 books were borrowed by other ConnectNY libraries and 730 were borrowed by other libraries outside of ConnectNY. We also provided 283 articles to other libraries via Interlibrary Loan.

This year's most popular book was, *The Girl on the Train*, by Paula Hawkins and the most popular DVD was *Big Hero 6*.

Library staff answered 7,757 questions from library users. Of those, 2,892 were directional, 2,655 were research/collection-based, 2,004 were technical support, and 206 were referrals to other library staff.

435,483
pages printed on
public printer queues
(an 8% increase)

We welcomed Dr. Mark Danley, Mr. John (Jack) Eckhardt, Ms. O'Niesha Fraser, Mr. Rik Miller, Mr. Dave Myers, Dr. Nicholas Olijnyk to our library team and said goodbye to Ms. Donna Chestnut, Mr. Jim McEnery, Mr. Thomas Lynch, Ms. Lauren Hall, Ms. Tamara Sloan, and Mr. Robert Sorce.

We began, with contractor support, a project to improve description and delivery of our extensive manuscript collections. The first phase, bringing over 1,100 existing descriptions up to a common modern standard, is now complete. Subsequent phases will provide descriptions for additional material along with scans and transcripts of the actual documents.

We added some notable Internet resources to include, *Cambridge Histories Online*, two Oxford University Press ebook packages covering history

and political science, and two ProQuest History Vault packages, *Civil Rights and the Black Freedom Struggle* and *International Relations and Military Conflicts*.

The library implemented a climate monitoring system in both Jefferson and Bartlett Halls. The new system allows library staff to collect data on temperature, relative humidity, and dew point to help make informed decisions regarding the preservation of library materials.

New analytic tools were procured to collect valuable information on how users interact with our web-based services. The data collected will be used to enhance our current website and web-based services and help us to plan future improvements.

An online staff scheduling system was implemented to facilitate staffing the service points and allow staff to monitor their individual schedules while coordinating with colleagues to make changes as needed.

More than 1800 individual research patrons were served by the Unique Resources Staff this year. The staff responded to 1,554 inquiries about the collections by phone, e-mail and letter. In addition, more than 300 patrons visited the Unique Resources Reading Room to use the historical collections for independent study.

During the past year, the Library's Unique Resources were utilized in 144 group events. There were two large events featuring the resources this year: the New Cadet Briefing in July and the Athena's Arena Conference celebrating the 40th anniversary of the introduction of women into the Corps of Cadets in April. There was also a significant increase in the number small, cadet-centered events featuring the unique resources, including 95 academic class sections (an 80% increase over last year). In all, more than 2,800 cadets experienced Unique Resources in a group setting. Additional groups comprised of faculty, distinguished visitors, conference attendees and others brought more than 700 individuals in contact with our remarkable collections.

Our manuscripts holdings were also significantly enriched through donations, including a noteworthy collection of papers and memorabilia from Lucy H. Draper on the women's rights movement and the admission of women to the service academies. Other highlights included accretions to the Benjamin C. Freakley papers, USMA diplomas, Panama Canal stereo cards and lantern slides, and West Point photographs.

Three rings were added to our renowned collection of USMA Class Rings this year. In keeping with the wishes of the donors, private emplacement ceremonies were held when the 2009 ring of 1LT Dimitri A.

del Castillo was added to the case in July and when the 1976 ring of LTC Jeffery Bruce Jones was added in November. When the 2012 ring of 1LT Byron Joseph Plapp was added in October, family members invited the entire Army West Point Swimming & Diving Team to participate in a moving public ceremony that also included tributes from family members, friends and mentors.

96.5%
of new materials
added to the library
were digital (a 1.1%
increase)

The library has purchased Aeon Software to improve the integrated management of unique resources. This product incorporates patron registration, the selection and paging of resources for research, workflow management, collection management and report data through a unified system. An implementation team has been working with the vendor to identify and address local requirements in preparation for full implementation in Fall 2016.

A working group was convened this year to address records management issues for the U.S. Military Academy. As the custodian for the USMA Archives, comprised of the Academy's

permanent historical records, the library is keenly interested in the orderly maintenance and retirement of records created by the Academy.

The Library Annex space in the Visitors Center is slated for renovation beginning this summer. Although research collections had been previously moved from the space in anticipation of the renovation, this year saw final preparations for the renovation. Activities included studies and meetings on the redistribution of space within the facility and planning and executing the removal, transfer, or storage of FFE and other materials.

We received 121 gifts of a wide variety of materials to expand our collections.

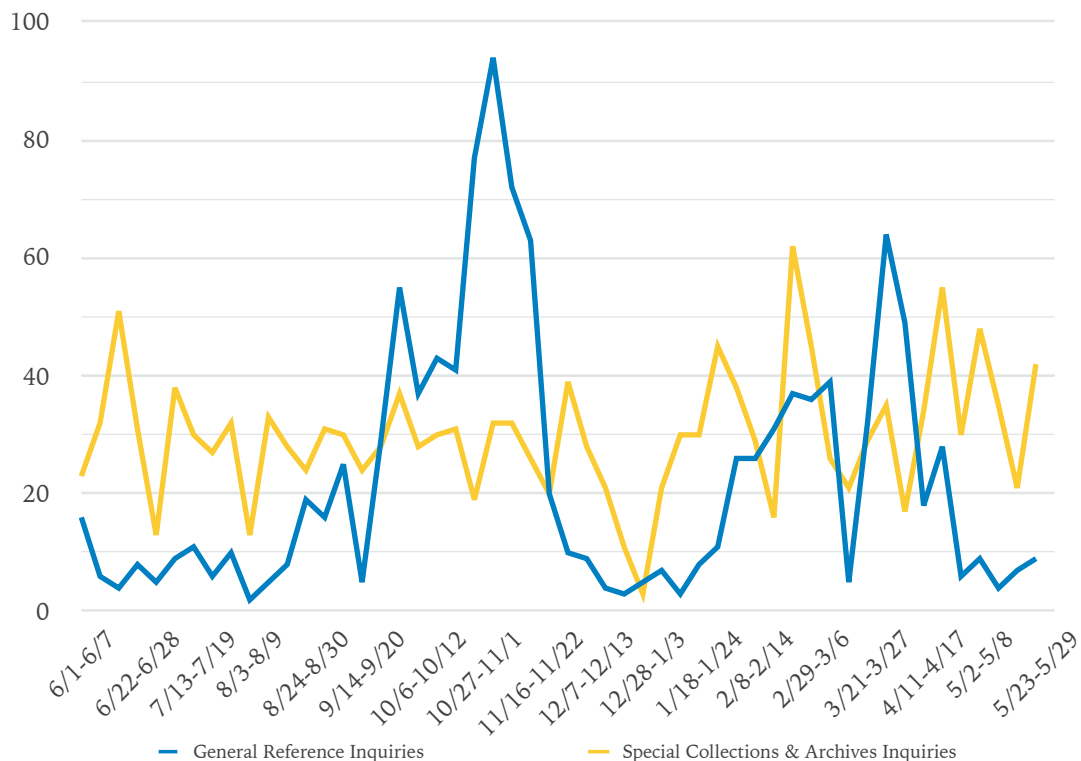
Materials for the *Stephen E. Draper Collection on Water Resources and National Security* and the *Stephen E. and Lucy H. Draper Collection on Women at the United States Military Academy* arrived throughout the year and we look forward to opening these collections during the 2016-17 academic year.

Jefferson Hall Library and Learning Center hosted a series of prominent events for the Academy including the Senior Leadership Seminar, Board of Visitors meetings, the McDonald Leadership Conference, and SCUSA. In all, 99 significant Academy events were held in Jefferson Hall and there were 1,597 individual advance reservations for use of facilities.

2015-16 By the Numbers

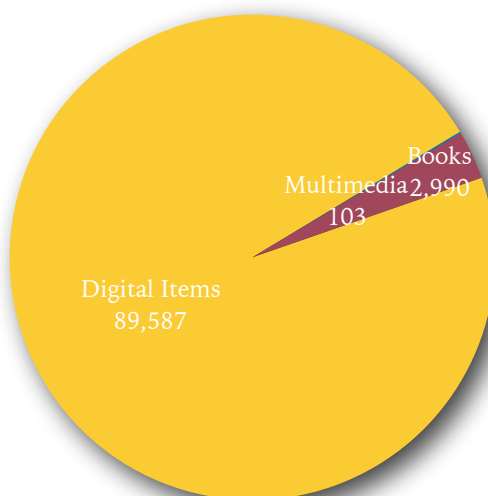
Attendance at Library Instruction Sessions	
EN101 - Composition	632
EN302 - Advanced Composition	302
HI108 - Regional Studies	217
RS101 - Student Success Course	203
RS103 - Information Literacy and Critical Thinking	149
ME404 - Mechanical Engineering Design	135
SE450 - Applied Systems Design	126
SE402/403 - Systems Design	101
RS100 - Student Success Course	94
SE300 - Introduction to Systems Engineering	94

USMA Library Reference and Research Services — 2015-16

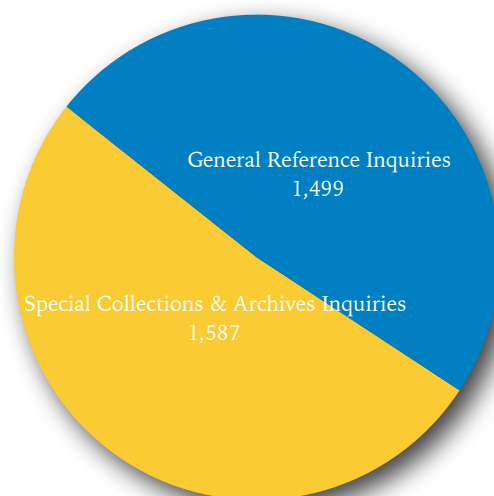


CADET INSTRUCTION	Library	Special Collections & Archives	Total
Number of Sessions	214 (+25%)	95 (+83%)	309 (+39%)

New Materials Added



Total Research Inquiries: 3,086



20,465

visits to our digital collections

99

significant Academy events
hosted in Jefferson Hall

144

group events using
unique resources

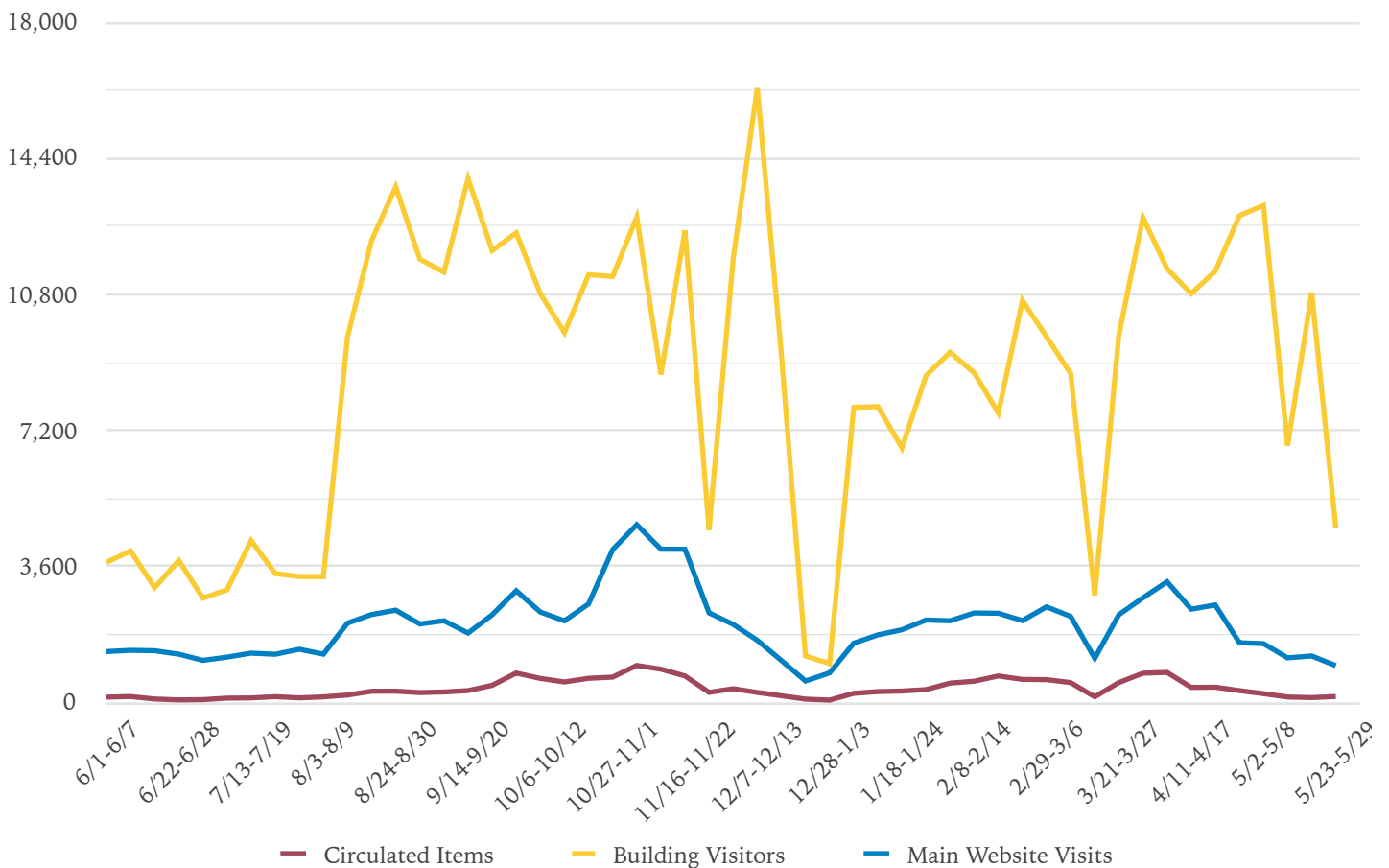
449,594

visitors to Jefferson
Hall

107,258

library home page
web sessions

USMA Library Use — 2015-16



A Look Back: 2015-2016 Objectives and Initiatives

GOAL: The USMA Library partners with faculty and staff to equip cadets with the information fluency skills to conduct meaningful scholarship while becoming life-long learners, critical thinkers, and effective leaders.

- **Finish redesign of primary service locations and duties on the second floor.** A team met to plan and consider options for library and other services on the floor. This resulted in a Service Floor Coordinator station at the top of the stairs. A concept design for the east wing of the second floor was completed, and significant progress accomplished toward implementing the design. New tables and chairs matching the Northwest flex space have been ordered for the east wing. Also for the east wing, we've ordered a few huddle tables and portable large monitors on wheels to provide a new interactive and collaborate space. DVDs have once again been moved and are now located on the first row of compact shelving on the southeast side. We have worked with the Department of English and Philosophy to create a multi-use space for use by the Writing Center, and will be working with IETD to plan for a pop-up Gold Coats service station as well in this space. Significant work to relocate and remove shelving in this area was completed in preparation for arrival of the new furniture. Final work will be complete by Fall 2016. **Complete.**
- **Offer a mobile app for interacting with library services.** Given that we do not have the expertise on staff to develop an app ourselves, we identified a new software program for developing a mobile app that would accomplish what we are seeking to accomplish. Public availability of this software was delayed and we were unable to move forward pending release of the software. This objective remains a priority and will be accomplished once the infrastructure we require to complete it is available. **Deferred.**
- **Develop a marketing initiative around the value of library instruction.** This objective was planned for our new Assistant Director for Communications and Assessment, though due to hiring delays, we were not able to bring this person on board in the 2015-16 year. Despite that, our library instruction program saw a 39% overall increase from the year before, which is clear evidence that our liaison engagement with faculty regarding the value of library instruction is working and improving visibility of this service, and therefore the skills of cadets who participate. **Complete.**

GOAL: The USMA Library acquires and maintains outstanding academic information resources designed to support the curriculum.

- **Begin a project to expand bibliographic control over unique materials.** Work began on a comprehensive project to catalog, re-house and re-order all manuscripts collections. This initiative includes the use of the DACS standard (Describing Archives: A Content Standard, Second Edition, 2013) and assistance from contract labor. Existing electronic records have been converted to the new standard and work is underway to convert existing paper finding aids to individual records utilizing the new standard. Significant work has also been done scanning previously uncatalogued manuscripts for original vendor cataloging in the next phase of this project. Specifications for the project also require the production of a formatted transcript to facilitate adding these newly scanned and cataloged materials to our digital library. This is a multi-year project and will continue. **Complete.**

- **Develop and implement spending plans for all library gift funds.** We have worked to prepare planned spending for all gift funds, taking advantage of recently adjusted scopes. In some cases, funds remain narrowly focused, and not all funds may be expended. It is also a priority to identify and fund margin of excellence initiatives using gift funds wherever possible. **Complete.**

GOAL: The USMA Library offers a collaborative, engaging place for scholarship and study.

- **Occupy our service areas within Bartlett Hall North.** The Unique Resources Staff continues to work toward the full occupancy of assigned space in Bartlett Hall North. Still to be occupied are reader and seminar space, staff offices, and rare book holding areas. With occupancy of the remaining space scheduled for this summer, this year's milestones included In-Process Review meetings, the drafting of move specifications and the awarding of the move contract, creating a punch list of necessary modifications and repairs, final coordination on new furnishings and the selection and purchase of new equipment. It is our intent to open reader services in the new permanent location in Fall 2016. **Ongoing.**
- **Institute a facility issue tracking system.** We implemented an online facility tracking system which enables us to capture and retain detailed information on building systems and problems. This information is now regularly shared with admin/facilities staff for better awareness of ongoing facility maintenance issues. **Complete.**
- **Implement digital signage for better messaging and awareness throughout Jefferson Hall.** We have identified the locations and requirements for a digital signage system in Jefferson Hall and are currently finalizing procurement. Due to infrastructure-related modifications such as running power and data service to sign locations, this objective has taken longer than anticipated. However, planning has been completed, and we anticipate digital signage to be installed and functioning during the 2016-17 academic year. **Ongoing.**
- **Expand public wireless access within Jefferson Hall.** We are continuing to work with IETD to expand and improve public wireless access in Jefferson Hall, as well as adding service to our Bartlett Hall facility. We have also been working to facilitate installation of a distributed antenna system within Jefferson to allow cell phones to operate reliably throughout the facility. This initiative has been delayed due to damaged conduit leading into Jefferson Hall. We anticipate this service will be available during the Fall 2016 semester. **Ongoing.**
- **Plan for workspace redesign to support new organizational model.** Work toward this objective occurred along two tracks this year. First, we sought to remodel a large office space on the second floor into two office spaces for staff. This provides better functional use of the space available and increases our office inventory by one. This project was completed in Summer 2016. We also began planning and design for the relocation of the library administrative suite from the first to the third floor of Jefferson Hall. Construction of this office suite, which will house three of the administrative staff is awaiting funds. The new suite will be made up of an office for the USMA Librarian, a supply area, a shared work area for two people, and a conference room. It will occupy the space formerly used to support our Special Collections and Archives researchers. This objective will continue and will in the future involve an assessment of how other staff spaces are designed to support our mission and organizational design. **Ongoing.**

Strategic Awareness and Vision for Library Services -

There will be an increased expectation for **flexible and broad skill sets** among information professionals. The importance of specialization will decline.

Information professionals will locate and originate services from **embedded positions** within mission-focused work teams.

Information professionals will add **local value** to wide-area, network-based services, maximizing the value of proximity and local community awareness.

Information professionals will lead communities in understanding how to **use information legally and ethically** in a changing legal environment.

Over time, numbers of staff deployed to support academic information services will **decline and diversify** into functional teams.

The importance of **direct personal relationships** with constituents will remain very high. Engaged, outward-facing services will be the primary face of the library.

The manner in which information professionals deliver their services will continue to **evolve and change** in significant ways.

Traditional methods of acquiring and delivering academic information **services will become obsolete**. The influence of traditional publishers will decline. Information will become more fluid and less fixed.

Information professionals will wrestle to serve a **wide diversity of user skill sets** regarding information services.

INFORMATION PROFESSIONALS

For improved reliability, scalability and lower costs, libraries will continue to see rapid adoption of **cloud-based services**. Access to digital infrastructure will be critical for service.

Manipulation and use of digital materials will require expanded infrastructure and skills from libraries. This will offer greater opportunities for curricular engagement and interaction.

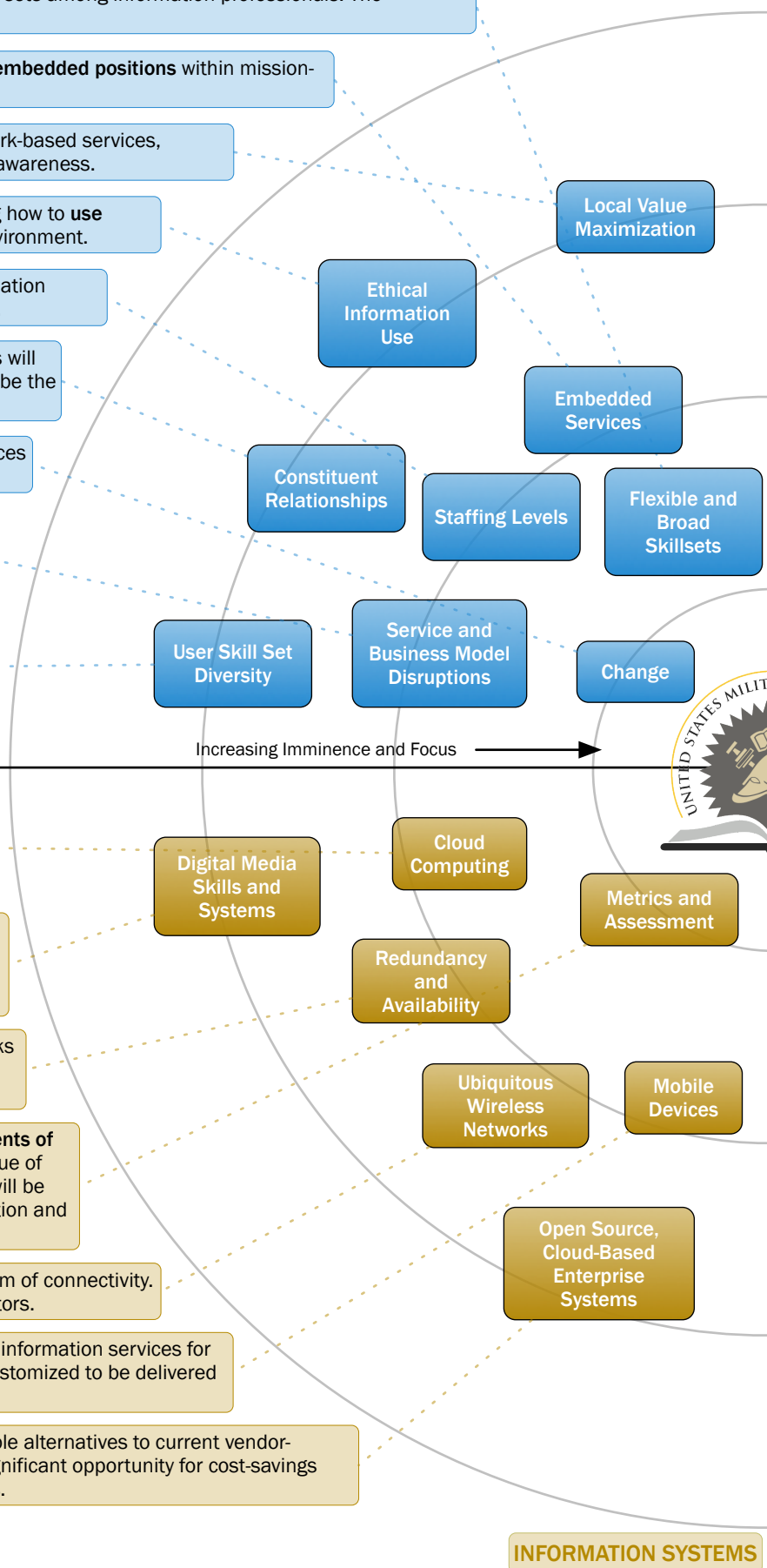
Redundancy and availability of digital services will be benchmarks of infrastructure quality. Service interruptions will be increasingly costly and problematic.

Information organizations will be required to have solid **assessments of services** that directly tie to institutional mission. The value of the services provided will not be self-evident. Systems will be required to manage metric and assessment data for action and response.

Ubiquitous wireless network services will become the primary form of connectivity. This service will be required for all library users and visitors.

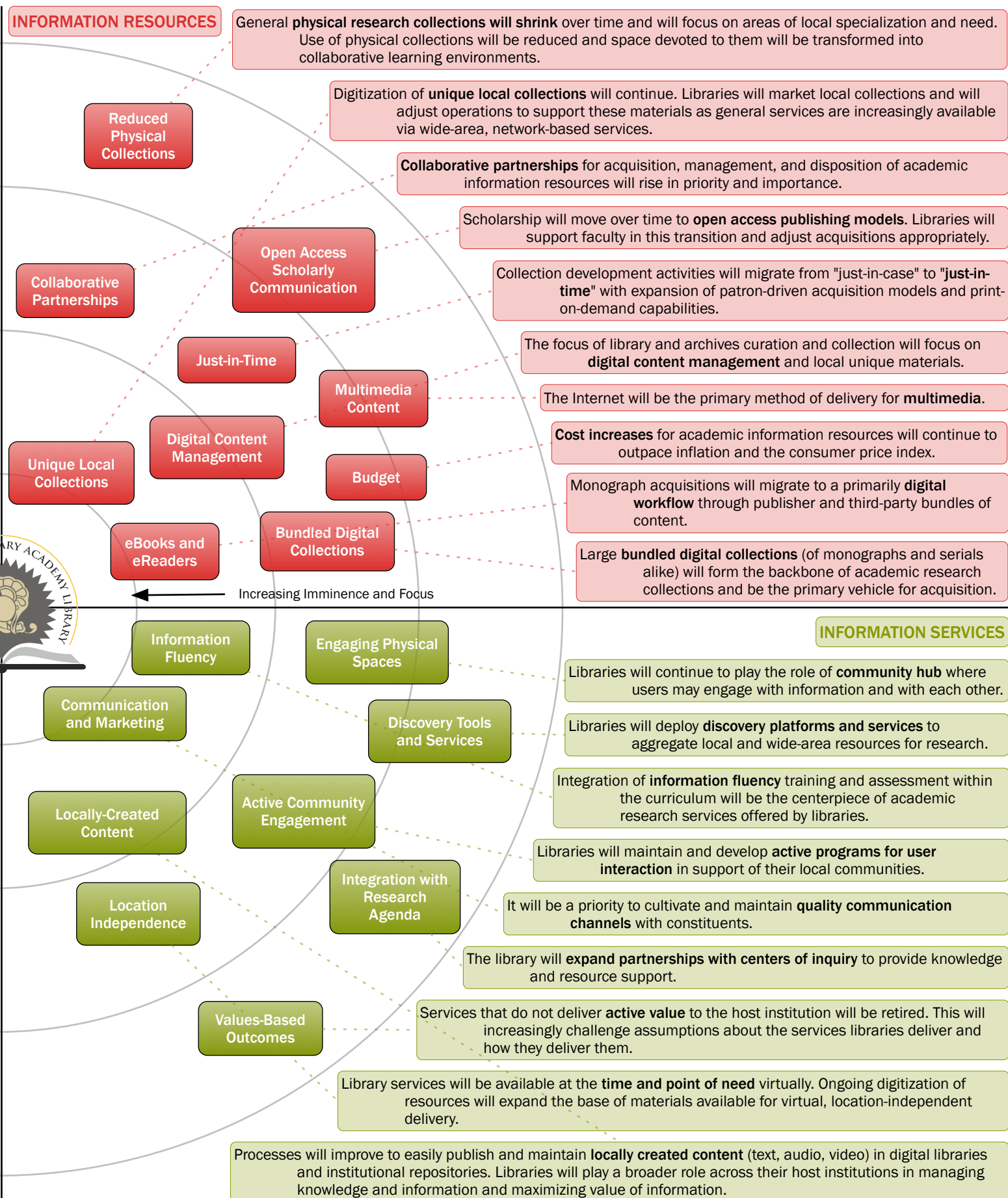
Mobile devices will be primary tools for the delivery of library and information services for staff and users alike. Collections and services will be customized to be delivered where and when needed via technology.

Open source, cloud-based enterprise systems will emerge as viable alternatives to current vendor-supplied enterprise library systems. They will provide significant opportunity for cost-savings and offer improved capability for collaborative initiatives.



INFORMATION SYSTEMS

United States Military Academy Library - 2016-2017



- **Install new access control systems through Jefferson Hall.** Work finally begin in May 2016 to replace our legacy internal access control system with one integrated with our external doors and other electronic doors at West Point. This will allow us to better define a security perimeter inside the building and will give us support in maintaining the system going forward. This should be completely installed and functional in Summer 2016. **Complete.**
- **Plan for acoustic remediation on the first and sixth floors of Jefferson Hall.** We worked with an acoustic engineer to measure sound levels within the facility and received a recommended path forward to remediate as much sound transmission as possible using acoustically-absorbent ceilings. A contract was awarded for work to be done on first floor rotunda and café and work took place in Summer 2016. This is an extensive project, with all systems installed on the ceilings being removed and replaced after installation of acoustical tiles. Our original objective, to plan for this project was completed. We were able to fund and complete an initial phase in the summer. We will evaluate results from the first floor and discuss plans for the sixth floor project for the coming year. **Complete and Ongoing.**

GOAL: The USMA Library advances the role of scholarship and research within the Academy and the Army.

- **Expand our virtual services and infrastructure.** While we did not advance as far as we intended with this initiative, we have been able to move forward with some work to harmonize our web properties now that we have hired staff with skills to do this work. We also moved forward to plan a virtual reference service for our website, which will go live in Fall 2016. This represents a significant expansion of our virtual service capabilities. Our staffing plan still includes a priority to hire a librarian to focus on virtual services. We hope to fill this position within the next 24 months which would allow more development and innovation in this area. **Complete and Ongoing.**

GOAL: The USMA Library shares the story and history of West Point and the Academy with the world.

- **Expand our digitization program.** This objective has been mostly met through the work to improve access to our manuscript materials. Digital surrogates have been delivered to our contractor for cataloging, which then can be used for research use. As we fully occupy our Bartlett Hall facilities, we will also realize full digitization capabilities which will allow for more work to occur. As part of our staff reorganization, we are also working to train more library staff to be able to participate in the digitization process, which will also enhance our capabilities. Identification of materials for digitization will continue and remain a priority in the coming years. **Complete and Ongoing.**

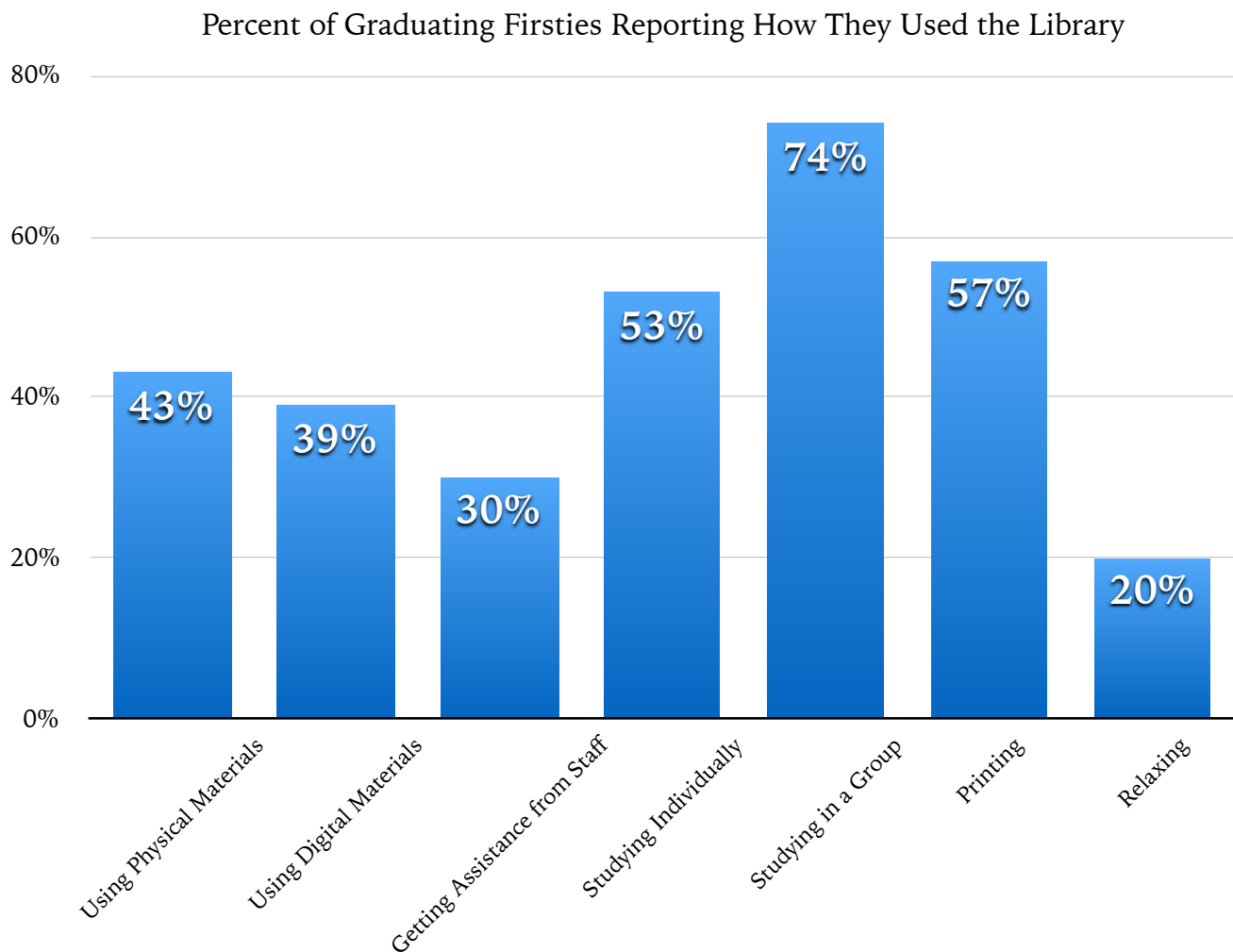
GOAL: The USMA Library develops and grows leaders in academic information service.

- **Expand technology and customer service skills across the staff.** We have held a number of staff training opportunities and included conversation and discussion of customer service skills across many staff meetings this year. Our transition to a new staff meeting rotation has helped to facilitate this ongoing awareness. In Summer 2016, we also had a series of skills/customer service training events intended for desk staff. This will continue to be a priority in coming years. **Complete and Ongoing.**

- **Implement organizational redesign within staff positions.** We have implemented on a functional level our reorganization plan developed during the 2014-15 academic year. This is reflected in some adjustments to position duties, a new staff meeting framework, and changes in our leadership design. Much work remains to institutionalize some of these changes through revised position descriptions, TDA organization, and eventually position upgrades and adjustments. **Complete and Ongoing.**

GOAL: The USMA Library collaborates and builds relationships with our peers locally, nationally, and internationally.

- **Increase the number of staff who participate in external professional development opportunities.** We did increase by one the number of staff who participated in external professional development opportunities that involved travel this year. Many other staff participated in events held on-site. We will continue to prioritize and encourage staff to engage professionally on local, state, and national levels. **Complete and Ongoing.**

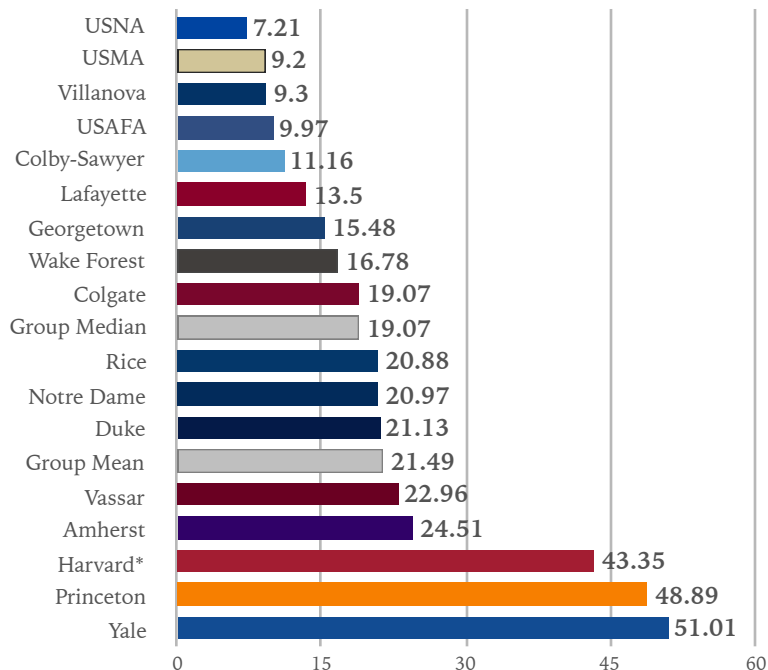


Best College Libraries

As ranked by 2016 Princeton Review

1. Yale University
2. University of Chicago
3. U.S. Military Academy
4. Vassar College
5. Columbia University
6. Middlebury College
7. Stanford University
8. Dartmouth College
9. Princeton University
10. Colgate University

Library Staff per 1,000 Student FTE



\$1,427 & \$1,878

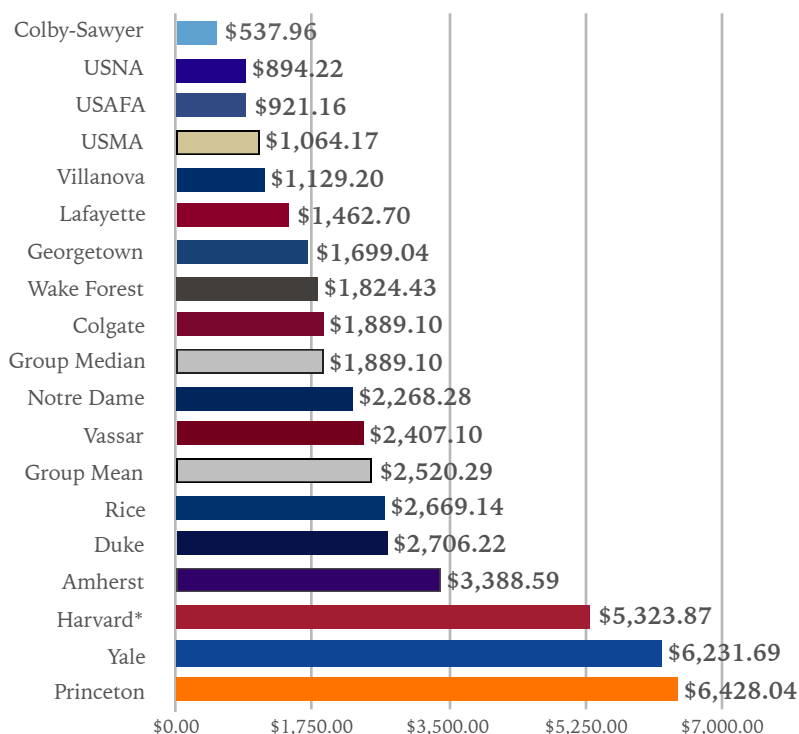
average cost for an online engineering journal, 2011 & 2015

Price Percent Change in 2014

Consumer Price Index	+0.8%
Periodicals	+6.1%
Hardcover Books	+3.1%
Academic Books*	+6.3%
Textbooks*	+1.2%
Audiobooks	-0.6%
Trade Paperbacks	+0.7%
E-books	-17.3%

* 2013 figure (2014 unavailable)
Source: Library and Trade Almanac 2015

Dollars Spent per FTE Student on Library Support



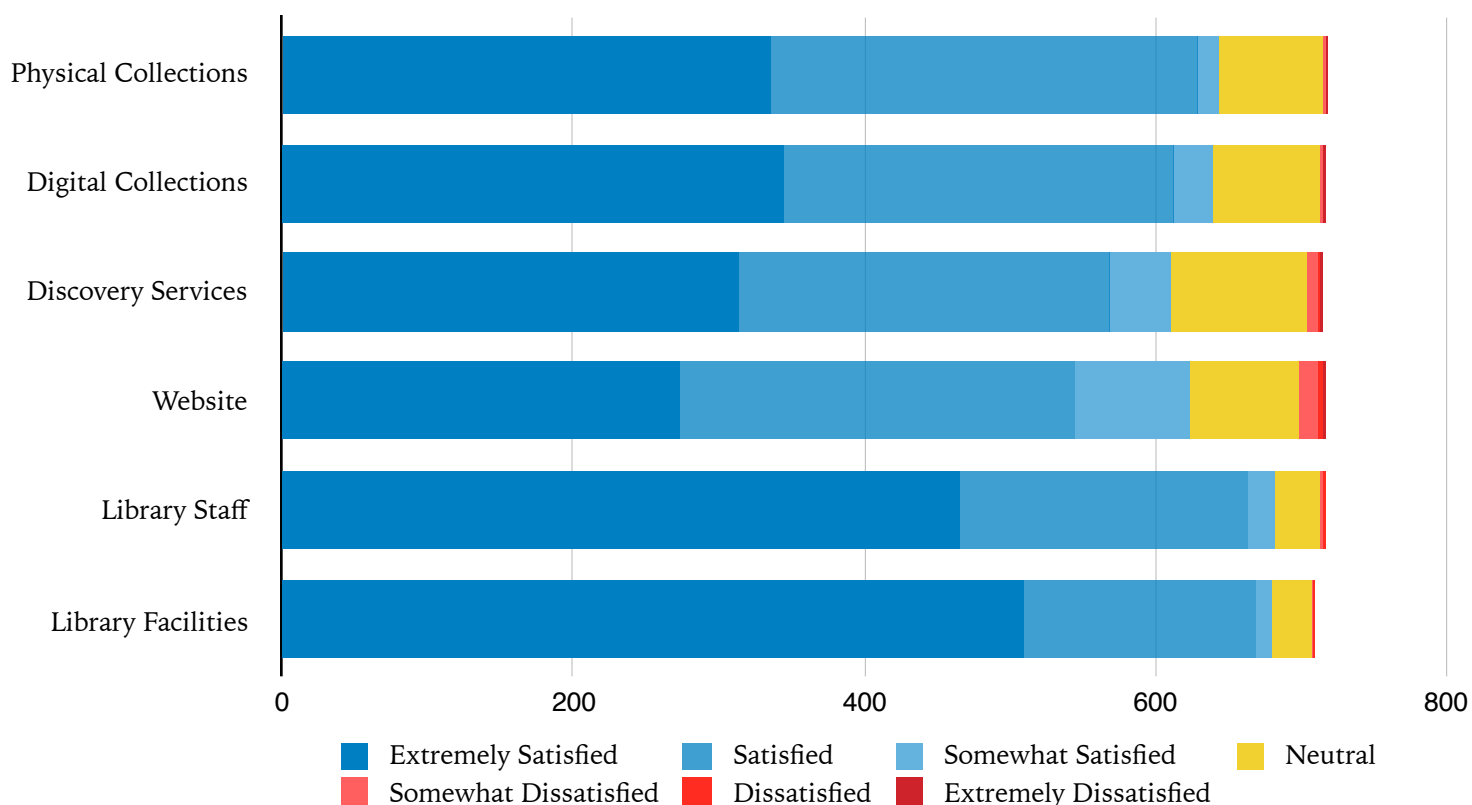
Source for both charts: National Center for Education Statistics (NCES) Academic Libraries Survey, 2012. * Harvard data from 2010.

Cadet Views on Library Service

15

789 graduating firsties from the Class of 2016 completed an exit survey during their outprocessing. They were asked to rate the quality of library services, personnel, and facilities and provide comments on their library experiences.

Cadet Opinions on Library Services, Personnel, and Facilities



Library Hours

Cadet Comment: Can you extend your hours to be open more?

Our hours are set to cover nearly all hours during the week when cadets might have time to study. We are currently open 103.25 hours each week during the academic year. Our closing time is set to coincide with taps on nights before classes. We monitor building usage on the weekends, including how early cadets arrive (or try to enter the building), and how late they stay. For 2016-17, we are slightly adjusting our opening times on Saturdays and Sundays to better meet cadet needs.

Website Usability

Cadet Comment: Using your website seems challenging sometimes. Can it be made easier to find what I'm looking for?

The Library website tries to accomplish many different tasks for many different users. We know it is not always the easiest to use for all tasks. We plan to do a ground-level redesign during the 2016-17 academic year and will look to involve cadets in testing possible designs to make the overall site easier to use and more efficient in finding what you want to find.

Uniforms

Cadet Comment: It would be great to be able to wear civilian clothes/PT/more comfortable clothes in the library.

Cadet uniform policy is set by USCC, not USMA Library. However, Jefferson Hall is a publicly-accessible academic building with a significant amount of guest and visitor traffic. As such, there is an Academy priority to maintain a professional atmosphere. That goal drives many of our conduct policies along with the uniform policies set by USCC for cadets using the library facility.

Liaison Support to the Curriculum

16

USMA Library anchors much of its service in its liaison support to academic departments. Due to the unique work of each discipline, our departmental liaisons work to design and implement a program most appropriate for each specific discipline. Some ways in which our liaisons supported the academic program in 2014-15 are highlighted here.

Mr. Michael Arden, Liaison to Social Sciences

Mr. Arden continued to support the Social Sciences cadets and faculty through regular office hours in Lincoln Hall as well as individual and group instruction sessions. Through his coordination, USMA Library co-sponsored with the Center for Holocaust and Genocide Studies a public presentation of the documentary film *There Was Once ...* about the Holocaust followed by a talk by the film's director.

Ms. Suzanne Christoff, Liaison to Law

Ms. Christoff taught a section of LW403, Constitutional and Military Law during both fall and spring terms for the first time.

This, coupled with her participation in the department's faculty development workshop over the summer provided her a better opportunity to learn more about the department and to support their curricular initiatives throughout the year.

Ms. Susan Lintelmann, Liaison to English and Philosophy

Ms. Lintelmann coordinated and the shared teaching of information literacy classes for over 600 students in EN101 and helped integrate unique resources into other classes such as EN102, 152, 343 and 392. Of particular interest in this regard were SS490A and EN302. For the former, a joint DEP/SS seminar on American exceptionalism, cadets researched "an American story" via the records, letters and journals of their 19th century counterparts.

Ms. Celeste Evans, Liaison to Physical Education

Ms. Evans revised research guides for physical education and kinesiology as well as worked to develop a personal outreach program for cadets majoring in kinesiology.

Mr. Nicholas Olijnyk, Liaison to Electrical Engineering and Computer Science

Mr. Olijnyk developed new research guides for both EECS and the Army Cyber Research Institute, prepared bibliographies on the ethics of robotics and computer systems, and created and issued a bibliometric review of Photonics journals.

Mr. Darrell Hankins, Liaison to Behavioral Science & Leadership

Mr. Hankins along with faculty and staff of BS&L created a library instruction program which he and Karen Shea delivered a library instruction course dedicated to NCO development in supporting the Roy P. Benavidez Leadership Development Program. In addition, he and other colleagues provided individual tutoring to help NCOs develop their writing skills through the program.

Ms. Alicia Mauldin-Ware, Liaison to Geography & Environmental Engineering

Ms. Mauldin-Ware prepared cadets majoring in Geography & Environmental Engineering by teaching skills to conduct literature reviews through EV301.

Ms. Laura Mosher, Liaison to Civil & Mechanical Engineering

Ms. Mosher prepared and presented library-centered briefings to cadets: one in the Mechanical Engineering Capstone course to ensure the participating Firsties (over 50 cadets) were aware of Library and DoD resources for their capstone research, and the second as part of the “Welcome to the Major” session held by the Department for 50 newly-declared Mechanical Engineering majors, to ensure they knew that they has a liaison at the Library who could help with their specific areas of research.

Mr. Daniel Pritchard, Liaison to Departments of Systems Engineering, Mathematical Sciences and Military Instruction

Mr. Pritchard and Dr. Danley instructed three sections of DS 320 (Landpower). The class taught cadets how to find primary sources relating to their Battle Analysis paper. Mr. Pritchard and Mr. David Stockton also established the Modern Warfare Institute Library within the Department of Strategic Studies. This collection will support both cadets and faculty whose research interest lies within the field of Strategic Studies.

Ms. Elaine McConnell, Liaison to Foreign Languages

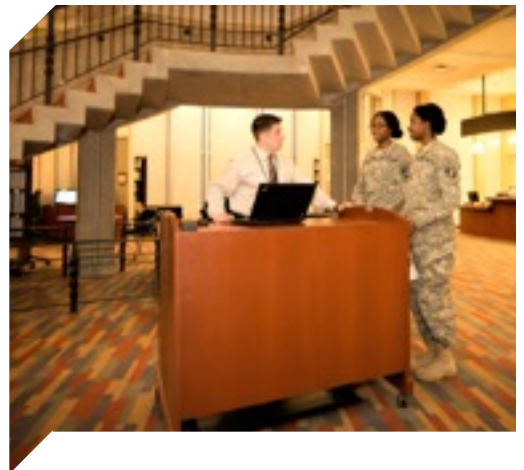
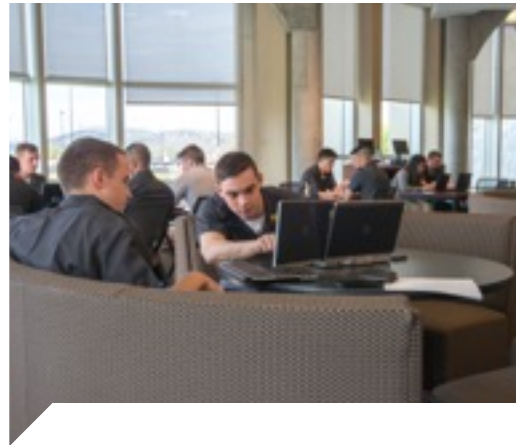
Ms. McConnell provided training and briefings as required throughout the year while working with individual faculty on advanced research projects.

Ms. Karen Shea, Liaison to the Center for Enhanced Performance, U.S. Military Academic Preparatory School, and Center for Faculty Excellence

Ms. Shea provided substantial instructional support for RS103 Information Literacy and Critical Thinking course and RS100/RS101 Poker Runs. She engaged with the Master Teacher Program, where she presented an overview of library services and resources to participants. She also helped to design a pilot semester-long course based on the Information Literacy Framework and Threshold Concepts.

Ms. Manja Yirka, Liaison to Chemistry & Life Sciences

Ms. Yirka continued one-on-one support to cadets for their capstone projects while enriching resources available for research in journals, multimedia materials, and monographs.



Mr. Corey Harmon & Dr. Mark Danley, Liaisons to History

Mr. Harmon and Dr. Danley led 29 instruction sessions for 402 cadets. They also provided individual research assistance to several cadets and faculty members. Mr. Harmon also provided new instructor orientation and Dr. Danley served on the thesis committee of a history major. Additionally, both Mr. Harmon and Dr. Danley created and updated research guides for the department and participated in collection development."

A Look Ahead: 2016-2017 Objectives and Initiatives

GOAL: The USMA Library partners with faculty and staff to equip cadets with the information fluency skills to conduct meaningful scholarship while becoming life-long learners, critical thinkers, and effective leaders.

- **Coordinate first-year library instruction sessions.** We will standardize learning objectives and avoid replication of content for plebes who may attend multiple library instruction sessions across different courses.
- **Create library instruction based on information literacy threshold concepts.** We will develop instruction modules as outlined in *Teaching Information Literacy Threshold Concepts Lesson Plans for Librarians*.

GOAL: The USMA Library acquires, makes available, and maintains outstanding academic information resources designed to support the curriculum.

- **Continue project to expand control over unique materials.** We will continue scanning of additional unique materials, creation of documentation files on each collection, re-housing and re-organizing collections, and the creation and editing of bibliographic records using our contract partner.
- **Implement Aeon software to improve accountability and efficiency in unique resource operations.** This system will provide item-level management of unique materials as well as researcher management and tracking.
- **Develop a systematic plan for preservation and restoration of materials.** We will identify a preservation binding company and a plan for working through our most critical preservation/restoration needs.
- **Develop a NACO funnel for military-interest work.** This is a collaborative program with other institutions that will improve bibliographic control for name entities, especially military units and persons.

GOAL: The USMA Library offers a collaborative, engaging place for scholarship, study, and the pursuit of academic excellence.

- **Implement an online room reservation system.** This will allow users to view and request access to certain spaces online with more consistency, greater policy adherence, and less staff intervention.
- **Evaluate first floor acoustic remediation and consider additional work on the sixth floor.** We will assess the new acoustic ceiling treatments on the first floor and determine whether or not to expand the installation.
- **Host Forbidden Art exhibit in coordination with the Polish Mission and the Auschwitz-Birkenau State Museum.** We will host this exhibition in early 2017 in collaboration with the Office of the Superintendent and the Department of History.

GOAL: The USMA Library curates and shares the story and history of West Point and the Academy with the world.

- **Begin full service operations for unique resources in Bartlett Hall.** We will relocate staff and reader space to the West Point Room, implement standard research/service hours, and use of additional library staff in support of the service point due to growth in demand for access to unique resources.

GOAL: The USMA Library delivers timely and effective digital and place-based service to support study, scholarship, and intellectual development.

- **Coordinate with IETD to offer basic Gold Coats service within Jefferson Hall for cadets.** We will establish a small service area on our main service floor for basic technology support during evening hours.
- **Implement a virtual reference service on our library website.** We will implement an online chat tool that will connect users of the library's website to library staff for assistance as needed.
- **Implement a personal librarian program for all incoming plebes.** We will develop a communication/marketing plan to assign librarians to incoming plebes to give them a familiar connection to our services.

GOAL: The USMA Library builds and maintains a robust, diverse suite of digital tools and infrastructure to support innovative academic information service.

- **Establish a structured web development review workflow to deploy timely web updates.** We will increase the frequency of updates to the website and develop a communication stream to inform staff of future changes.

GOAL: The USMA Library studies and shares the effectiveness, impact, and value of information services to support the mission of USMA.

- **Implement metric indices for measuring overall effectiveness of library service.** We will develop metric models to weight various inputs in order to create a trackable index of library service levels and quality.

GOAL: The USMA Library develops and manages human and financial resources to support delivery of outstanding information service.

- **Move the library administrative offices to the third floor of Jefferson Hall.** We will centralize all library staff within library footprints in Jefferson/Bartlett Halls, and allow for reconfiguration of space outside the library security perimeter within Jefferson to better support other operations of the Office of the Dean.



Program Review 2015-2017

This program review is published annually by the United States Military Academy Library at West Point, New York.

FY2016 Appropriated Funds Allocation for Library Materials

Major Contracts for Library Content and Systems	\$2,202,000
Minor Contracts for Library Content and Supplies	\$185,000
Professional Development, Facility Support, Miscellaneous	\$301,000
TOTAL	\$2,688,000

United States Military Academy Library

758 Cullum Road
West Point, NY, 10996
<http://www.usma.edu/library>

