



United States Military Academy Library

2016-2018 Program Review



Equipping Discerning Information Consumers

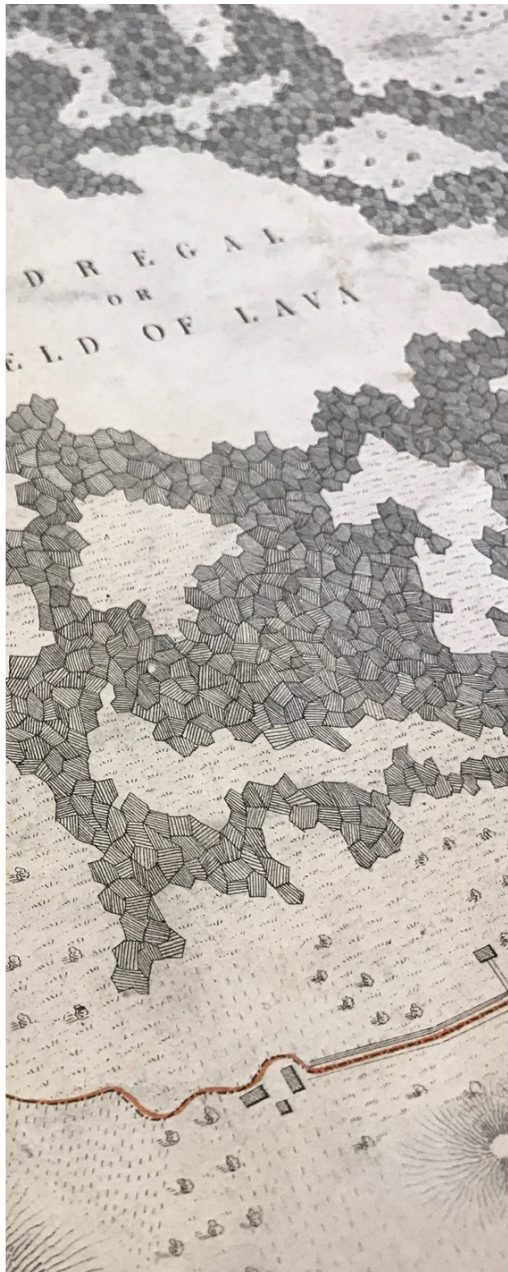
By Christopher D. Barth, *Librarian and Associate Dean*

The Internet has brought us incredible capabilities to connect with and maintain our social networks across space and time. Never before in the history of humankind have we had the ability to communicate so rapidly or so broadly. As social beings, we have been very quick to realize the convenience and capability of these technologies. However, on the whole, we have been very slow to fully understand the responsibilities and dangers of these information systems and the damage they can cause us.

When information is expensive to share, there are natural limits on the rate at which that information is produced and how far it is spread. It is not that it is impossible to spread rumor, falsehoods, or lies. However, it does cost money to do so, which restricts both the number of people who may want to spread information as well as the reach that that dubious information may have. Newspapers, magazines, books, and

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Today, libraries and librarians are uniquely qualified to ensure that information consumers are well-equipped to both survive and thrive in today's Internet world.

Equipping Discerning Information Consumers (cont.)

television are all expensive media to support. Information consumers therefore could place some measure of trust in their sources, as the information they were providing cost money - and the institutions delivering the information had business and ethical reasons to ensure that the information they delivered was for the most part accurate and truthful.

When information is cheap (or free) to share, there are no natural mechanisms to limit the creation and spread of information - truthful or otherwise. Because the Internet allows broad sharing of information instantly, the risk of damage brought about by misinformation (intentional or unintentional) is great. In an age of online anonymity, publishers may no longer have any business or ethical reason to produce truthful information - in fact, they may have reasons to be misleading or untruthful. Therefore, consumers can no longer place the same degree of trust in publishers.

Now, more than ever, we need skills to evaluate, test, and understand the information we are consuming. Librarians have long known that the source of information matters. Prior to the Internet age, they taught researchers how to find the best information available in their collections and how to assess the quality of the information available. Libraries themselves served as curated collections, in which researchers could place some trust.

Today, libraries and librarians are uniquely qualified to ensure that information consumers are well-equipped to both survive and thrive in today's Internet world. We need to be intentional in doing so. For us at the U.S. Military Academy Library, we seek to educate our cadets, faculty, and staff with strong information literacy skills to be able to effectively, accurately, and intelligently use quality information. We seek to ensure that our users can determine the veracity of the information they encounter. To do these things, we partner with our faculty to develop information literacy skills in our cadets across the curriculum as we build more connected programs for library instruction. We focus efforts on providing tools and training for our faculty to also be smarter information consumers and to be able to teach these practices to their cadets themselves. This year, we will also seek to improve our web interfaces to ensure that users can quickly and easily find the information they need when they need it.

Libraries and librarians cannot solve the problem of misleading information on the Internet, but we can equip our community to be smarter information consumers. That is what we intend to do for our community at USMA.

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.

2016-17 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 an average of 103.25 hours per week. After moving our Unique Resources program and staff back to Bartlett North, we also began staffing the West Point Room for an additional 47.5 hours per week.

The USMA Library had 468,136 visitors during the 2016-17 academic year, averaging over 9,000 visitors per week.

We circulated 26,218 items (up from 25,169 in the previous year) with 14,869 renewals. The USMA community borrowed 1,552 books from other libraries. 1,075 items came from our ConnectNY consortium and 477 from other libraries. Our patrons also received 350 articles from other libraries via Interlibrary Loan.

Other libraries borrowed 2,077 books from USMA collections. This was a 67% increase from the previous year. 1,399 books were borrowed by other ConnectNY libraries and 678 were borrowed by other libraries outside of ConnectNY. We also provided 395 articles to other libraries via Interlibrary Loan.

This year's most popular book was, *A Hard and Bitter Peace: A Global History of the Cold War*, by Edward Judge and John Landgon, and the most popular DVD was *Inception*. The Cold War was the subject of the SS302:

International Relations paper, also known as the SOSH paper, which contributed to the popularity of Cold War books this year.

626,618
*pages printed on
public printer queues
(a 44% increase)*

In Jefferson Hall, library staff answered over 6,000 questions from library users; these questions included 2,134 reference and research questions, and 2,431 technical support questions.

In a year when patron services were disrupted for several months by the final move into Bartlett Hall North, the Unique Resources staff still served more than 1,550 individual research patrons. The staff responded to more than 1,400 inquiries about the collections by phone, e-mail, and letter. More than 1,100 digital images of collection materials were created in response to requests from these patrons.

In addition, 232 individual research patrons visited the Special Collections and Archives to use the historical collections for independent study. Of this latter group, many were scholars who often spent days conducting in-depth research on their topics. Among the diverse research

facilitated this year were projects illuminating the experiences of 19th century African American cadets, including a cadet capstone, faculty research to inform a series of classes on issues of race, and individual cadet research in the aftermath of these classes. We also hosted the team researching the architectural history of Thayer Hall in anticipation of an upcoming renovation, the contractors creating exhibits for the new USMA Visitors Center, a career officer researching the AEF in Russia post WWI, and an independent researcher scrutinizing wastebooks and letter books documenting the repair of guns at West Point during the Revolutionary War.

The liaison librarians supported 191 cadet classes this year, teaching more than 3,459 cadets and 233 faculty members.

During the past year, the Library's Unique Resources were utilized in 209 group events. Academic departments brought 128 class sections (a 74% increase over last year), comprised of more than 2,065 cadets to the West Point Room to utilize the Unique Resources for lessons in English, History, and



97.8%

*of new materials
added to the library
were digital (a 1.3%
increase)*

Military Science, among other disciplines. In addition to our exclusively cadet groups, we also hosted 81 groups comprised of faculty, distinguished visitors, conference attendees, and others. Highlights included visitors from the Eisenhower Leader Development Program, the West Point Summer Seminar, Summer Leadership Experience, and Faculty Development Workshops. We featured the collections in open house displays for the re-opening of the West Point Room in September, Family Weekend in October, Plebe Parent Weekend in March, and Graduation Week in May. We also hosted exhibits for Women's Equality Day in August, the Department of English and Philosophy's State of the Book Conference in September, the dedication of the Draper Collections in October, and the Zengerle Colloquium in April. All told, we

provided Unique Resource presentations to more than 4,500 individuals in group settings.

The largest single event this year was the New Cadet Briefing in early July, where we introduced new cadets from the Class of 2020 to library resources and inspired them by featuring some prominent members of the Long Gray Line, sharing their recollections of cadet life and their first summer at West Point.

The Special Collections continued to grow primarily through gifts-in-kind. We received 143 gifts of a wide variety of materials to expand our collections. Published source collections were supplemented by many fine items including an early (1853) illustrated edition of *Uncle Tom's Cabin*; or *Life Among the Lowly* by Harriet Beecher Stowe. Also received were many welcome donations of publications and memorabilia associated with West Point, including Howitzers, Pointers, Official Registers, class newsletters, post cards, hop cards, football programs, and textbooks.

The manuscripts holdings were also significantly enriched through

donations. A letter dated September 27, 1780, in which a soldier stationed at West Point describes the flight of General Benedict Arnold, who "took eight of ar men for oarsmen", is an exciting addition to our teaching materials about West Point in the Revolution. Another highlight is a March 9, 1861, letter by Cadet James A. Sanderson, who was to be mortally wounded as a lieutenant at the Battle of Pleasant Hill three years later, describing how he and his fellow cadets dashed from dinner to try and save Cozzens' Hotel from burning down. Also gratefully received were a number of paper collections documenting individual graduates of the Classes of 1896, 1913, August 1917, 1927, 1933, 1937, and 1954, as well as a collection documenting the Class of 1947.

There were also two additions to our renowned collection of USMA Class Rings this year. The 1991 ring of Major William F. Hecker III, killed in action in Afghanistan in 2006, was added to the case in August 2016. The 1989 ring of Lieutenant Colonel Timothy P. Brooks was donated in December.



For the reference collection, we added some notable Internet resources to include JoVE and the Secret Files from World Wars to Cold War.

The U.S. Military Academy is in the process of revitalizing its records management program as part of a comprehensive knowledge management initiative. Dr. Nick Olijnyk, Digital Initiatives Librarian, has been providing guidance on knowledge management issues. Suzanne Christoff, Associate Director for Unique Resources, serves as the Records Administrator; and Alicia Mauldin-Ware, Archives Curator, serves as Records manager for the current pilot program. The library will continue to support this effort.

The Library Annex space in the Visitors Center has been under renovation this year. Current plans call for the facility to re-open in the fall, providing the library with some much needed space for the processing and storage of collections that are not yet available for research.

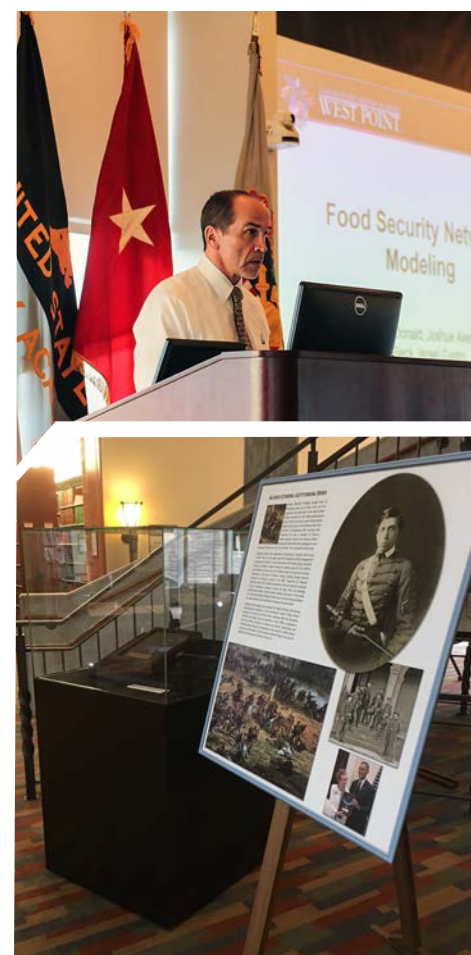
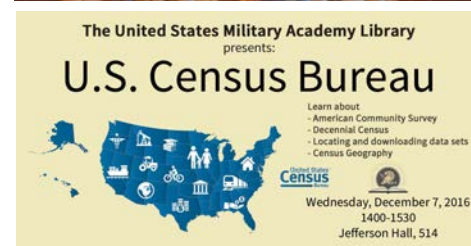
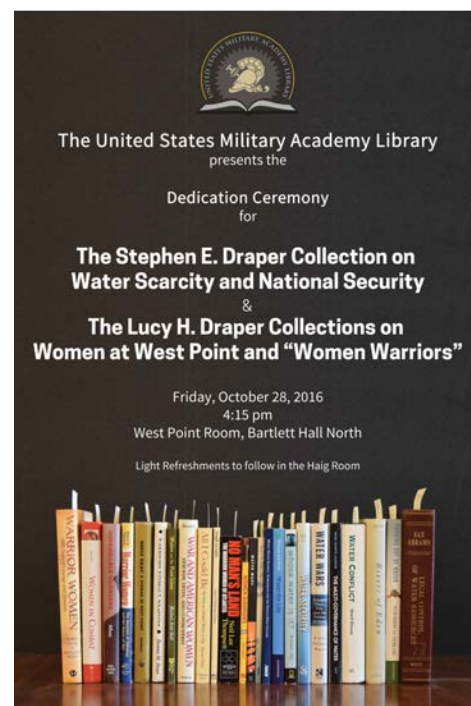
This year we celebrated the official opening of materials for the Stephen E. Draper Collection on Water Resources and National Security and the Stephen E. and Lucy H. Draper Collection on Women at the United States Military Academy on October 28, 2016. This event was held in conjunction with the Margaret Corbin Forum's Leadership Summit, and leadership and members of the Margaret Corbin Forum were able to attend and hear the Drapers speak about their experiences at West Point, and in their later careers.

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, 85 significant Academy events were held in Jefferson Hall and there were 1,668 individual advance reservations for use of facilities (4% increase over last year).

In addition to hosting these significant events, the Library hosted the inaugural Dean's Celebration of West Point Authors. During the summer and fall of 2016, over 110 citations were collected from 11 academic departments, as well as the Department of Military Instruction, the Center for the Advancement of Leader Development and Organizational Learning, Network Science Center, and the Library. Scholarship included journal articles, conference presentations, blog posts, book chapters, and writing and editing of books. The event included four speakers whose work centered on the theme of security.

We also supported the annual Mobile Technology Fair (formerly known as the iPad Symposium), hosted by the Center for Faculty Excellence and the USMA Department of History. Librarians demonstrated how to access e-books using computers or mobile devices; and also how to use the LibraryBox, a hand-sized wireless filesaver that can be used to share preloaded content on a network.

Our exhibits program has been revitalized this past year with the



addition of Ms. Mary Ahenakew, Exhibits Librarian. There is an ongoing exhibit on the second floor, that uses material from our Special Collections and Archives to commemorate the centennial of World War I. This changing display chronicles the academic life and highly decorated military career of Colonel Donovan S. Swanton, Class of 1917.

During May 2017, the Library displayed the First Lieutenant Alonzo H. Cushing Congressional Medal of Honor, on loan from the Gettysburg National Memorial Park. Cushing, Class of 1861, was posthumously awarded this medal by President

Obama on November 2014.

Complimenting this exhibit was a book and wall display about West Point graduates who have been awarded the Medal of Honor. This display included a letter from General Alexander Webb to Colonel Charles W. Larned, 2 October 1909 featuring Webb's sketch of the Battle at Gettysburg that includes a mark indicating where Cushing fell; the letter is from the Alexander S. Webb Papers in our Special Collections and Archives.

In addition to physical exhibits, the Library has also been celebrating thematic months, such as Native American History Month, with book displays and by sharing material from our collections online using social media. Some of these displays included activities that cadets could complete to earn their choice of a prize while practicing research skills, such as a scavenger hunt or black out poetry stations to make their own poetry using excerpts from West Point books as the base.

We welcomed Ms. Mary Ahenakew, Ms. Tara DiSalvo, Ms. Heather Seminelli, Ms. Lauren Simpson, and Ms. Lisa Ware to our library team and said goodbye to Ms. Deborah DiSalvo, and Mr. John (Jack) Eckhardt.

The Library staff continued to develop professionally and to build relationships with peers. Staff members participated in local professional development and West Point educational opportunities, such as a Census Bureau class, tour of West Point Association of Graduates,

Wikipedia editing event for #1Lib1Ref, Black Out Poetry event for National Poetry Month, and a tour of the West Point Foundry. The liaison librarians also planned and participated in a 2-day summer instruction boot camp to get ready for the academic year. In addition to these local events, staff traveled to participate in conferences and brought back contacts and ideas to improve our library services. These events included the national conferences of the Association of College and Research Libraries, American Library Association, Coalition for Networked Information, and Electronic Resources & Libraries.

Library staff have also shared their work in professional forums to contribute to the body of knowledge in library science, and the fields they are liaisons to. In June 2016, Karen Shea and Darrell Hankins presented a poster on the creation and use of video tutorials for the promotion of library services and resources at the Southeastern New York Library Resource Council's annual meeting: SENY-Con 2016. Heather Seminelli presented "Library Services to Improve Student Research Practices for Real World Math Applications" at the International Conference on Technology in Collegiate Mathematics in March 2017. Dr. Mark Danley was a panel commentator for the panel "The Soldier and the Civilian in Military History and Theory: 250 Years of Global Influences on Military Thinking, 1740-1990" on April 1, 2017 at the Society for Military History Annual Meeting.



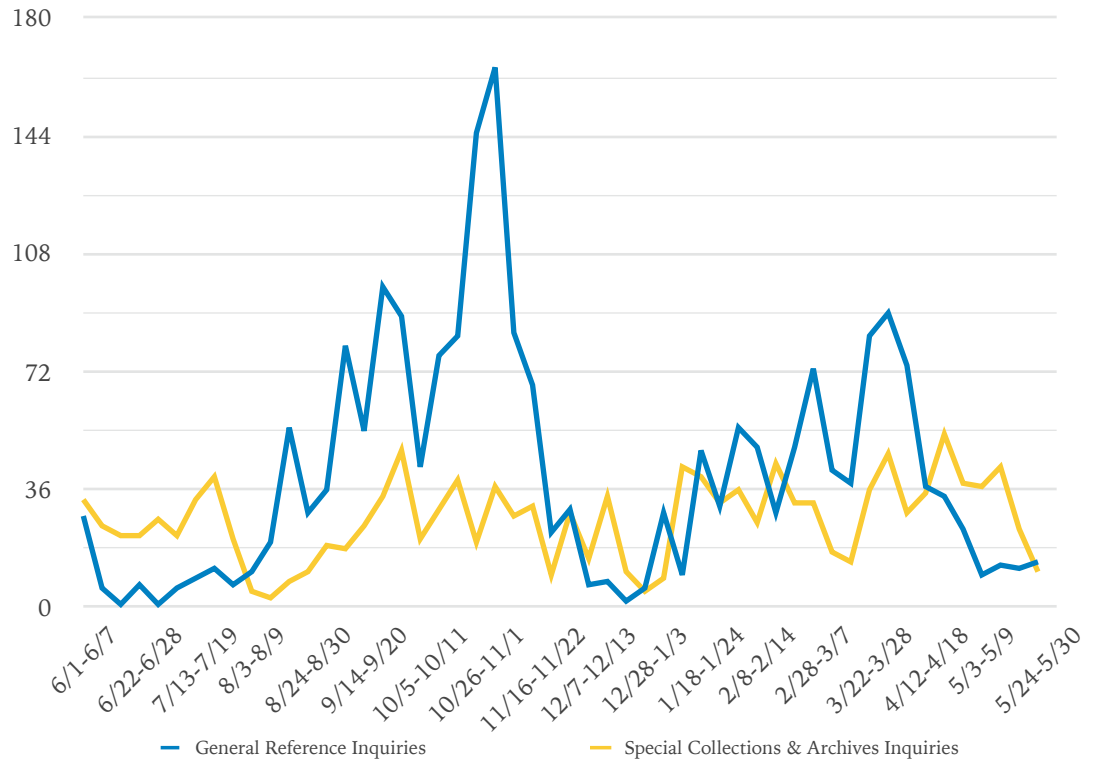
2016-2017 By the Numbers

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Cadet Attendance at Library Instruction Sessions

HI 108/158: World History	683
EN 101: Composition	625
EN 102: Literature	436
RS103: Information Literacy and Critical Thinking	263
RS 100/101: Student Success Course	253
EN 302: Advanced Composition	244
SS202: American Politics	132
LW 310: Intro to Legal Method	98
HI 301/302: History of the Military Art	98
SE 402/403: Capstone Design	97

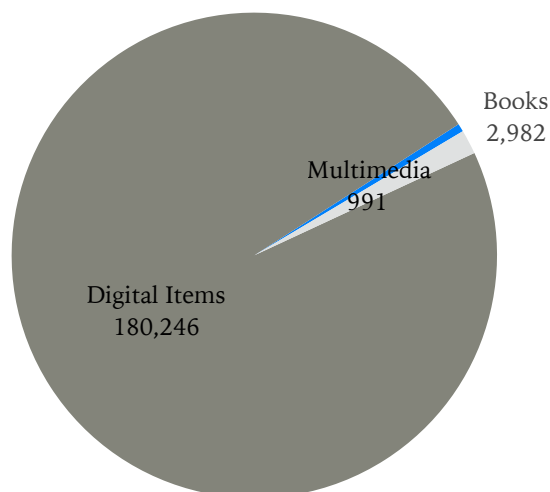
USMA Library Reference and Research Services — 2016-2017



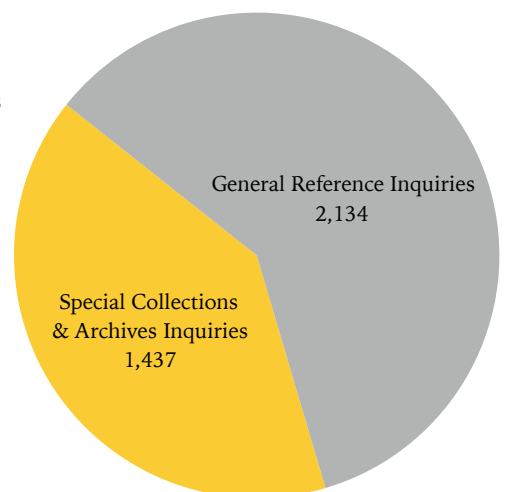
CADET INSTRUCTION	Library	Special Collections & Archives	Total
Number of Sessions	162	83	245

17,051
visits to our digital
collections

New Materials Added



Total Research Inquiries: 3,471



85

significant Academy events
hosted in Jefferson Hall

209

group events using
unique resources

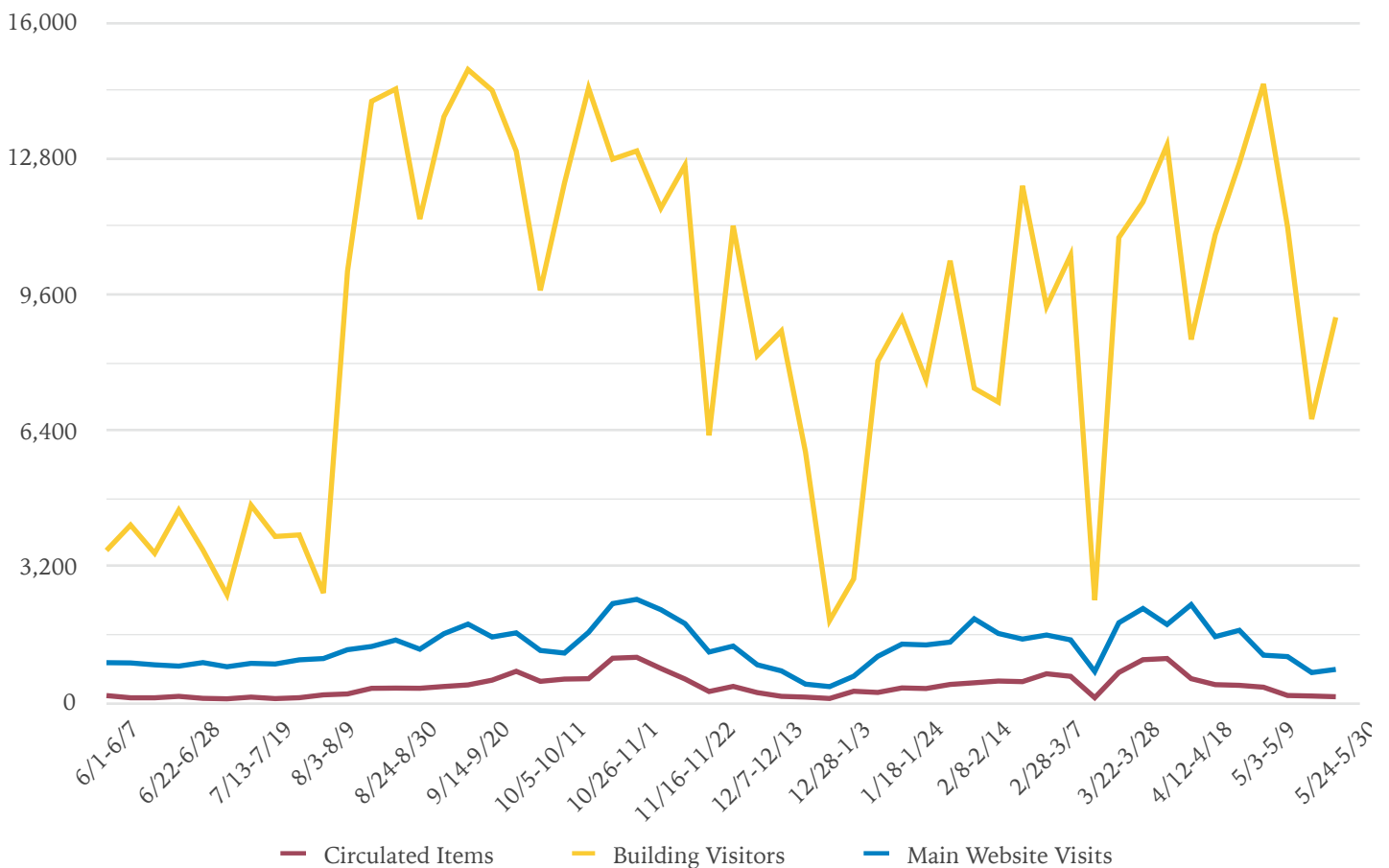
468,136

visitors to Jefferson
Hall

68,988

library home page
web sessions

USMA Library Use — 2016-2017



A Look Back: 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.** This goal was completed as part of the creation of the First Year Experience (FYE) program, which is the foundation of the Library's instructional program. By relooking at how and when the library teaches in plebe core courses, we have developed content that will scaffold for cadets who attend multiple library instruction sessions across different courses. For cadets who do not have the opportunity to attend all sessions, we have prioritized instruction in the courses that reach the largest percentage of cadets so the majority of plebes will still receive a basic introduction to fundamental information literacy concepts, library resources, and services. **Complete and ongoing.**
- **Create library instruction based on information literacy threshold concepts.** In addition to reviewing and improving library instruction to align with the threshold concepts, the Library has partnered with faculty and staff to equip cadets with the information fluency skills to conduct meaningful scholarship. An example of this collaboration include librarians leading a Center for Faculty Excellence's Master Teacher Program discussion on how to incorporate information literacy into faculty's teaching practice, and how they can develop assignment handouts to support cadet's information literacy development. **Complete and ongoing.**

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.** Work continues on a comprehensive, multi-year 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. Phase one of this project was completed last year, which consisted of the conversion of existing records to this modern format. The next phase is in process, and includes scanning previously uncatalogued manuscripts for original cataloguing. The discovery of these documents will be greatly enhanced by creating records to allow access as well as transcripts of the text to display digitally with scans of the originals, as they are added to our digital library. The work is progressing well and will continue through the upcoming academic year. **Ongoing.**
- **Implement Aeon software to improve accountability and efficiency in unique resource operations.** After completing training on the software in the fall, the Unique Resources staff implemented Aeon to improve the integrated management of collections. This system incorporates patron registration, the selection and paging of resources for research, workflow management, collection management, and report data through a unified system. The Aeon system is currently available through a link at the bottom of the USMA Library website for researchers to request items from our Special Collection and Archive. **Complete.**
- **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. **Deferred.**

- **Develop a NACO funnel for military-interest work.** The Library is now a partner in this collaborative program with other institutions that improves bibliographic control for name entities, especially military units and persons. This work will continue indefinitely, and we are now considering whether to pursue membership in the Subject Authority Cooperative Program (SACO) as a further extension of this service. **Complete.**

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 system will allow users to view and request access to collaboration spaces online, and is currently in the design phase with the goal to complete beta testing in the fall of 2017. This new system will help use to better serve our users, as well as to better communicate the scope of the services provided by the library, and the responsibilities of the event coordinators. We will also be able to maximize the collaborative spaces in the library for study and scholarship. **Ongoing.**
- **Evaluate first floor acoustic remediation and consider additional work on the sixth floor.** The Library 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. This work was completed on the first floor rotunda and cafe ceiling during the summer of 2016. This extensive project required all systems installed in the ceilings to be removed and replaced after the installation of acoustical tiles. After evaluation, the completed ceiling treatments were found to significantly reduce noise. Due to this success, we intend to execute the acoustic remediation for the 6th floor rotunda and Haig Hallway. In addition, we have added the east and west hallways on the first floor to the project. Funding was not available to accomplish this during FY17, but we are asking for this in our budget for FY18. **Ongoing.**
- **Host Forbidden Art exhibit in coordination with the Polish Mission and the Auschwitz-Birkenau State Museum.** The Library hosted this exhibit from February 10 - March 12, 2017, in commemoration of the 72nd anniversary of the Liberation of Auschwitz (January 27, 1945). This evocative exhibit was a collection of twenty pieces of art created by concentration/death camp inmates. It was produced by the Polish Mission of Orchard Lake Schools in Michigan in collaboration with the Auschwitz-Birkenau State Museum of Poland, and brought to the USMA Library in collaboration with the Office of the Superintendent and the Department of History's Center for Holocaust and Genocide Studies. **Complete.**

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.** The Unique Resources staff and collections are now housed in Bartlett Hall North after seven years in multiple temporary facilities while the Bartlett Hall complex was renovated. The final move to the newly renovated facility was accomplished late last summer and completed just in time for the start of the fall academic term. Classes conducted early in the term required some improvised furnishings, as the beautiful new furnishings for the West Point Room did not arrive

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.

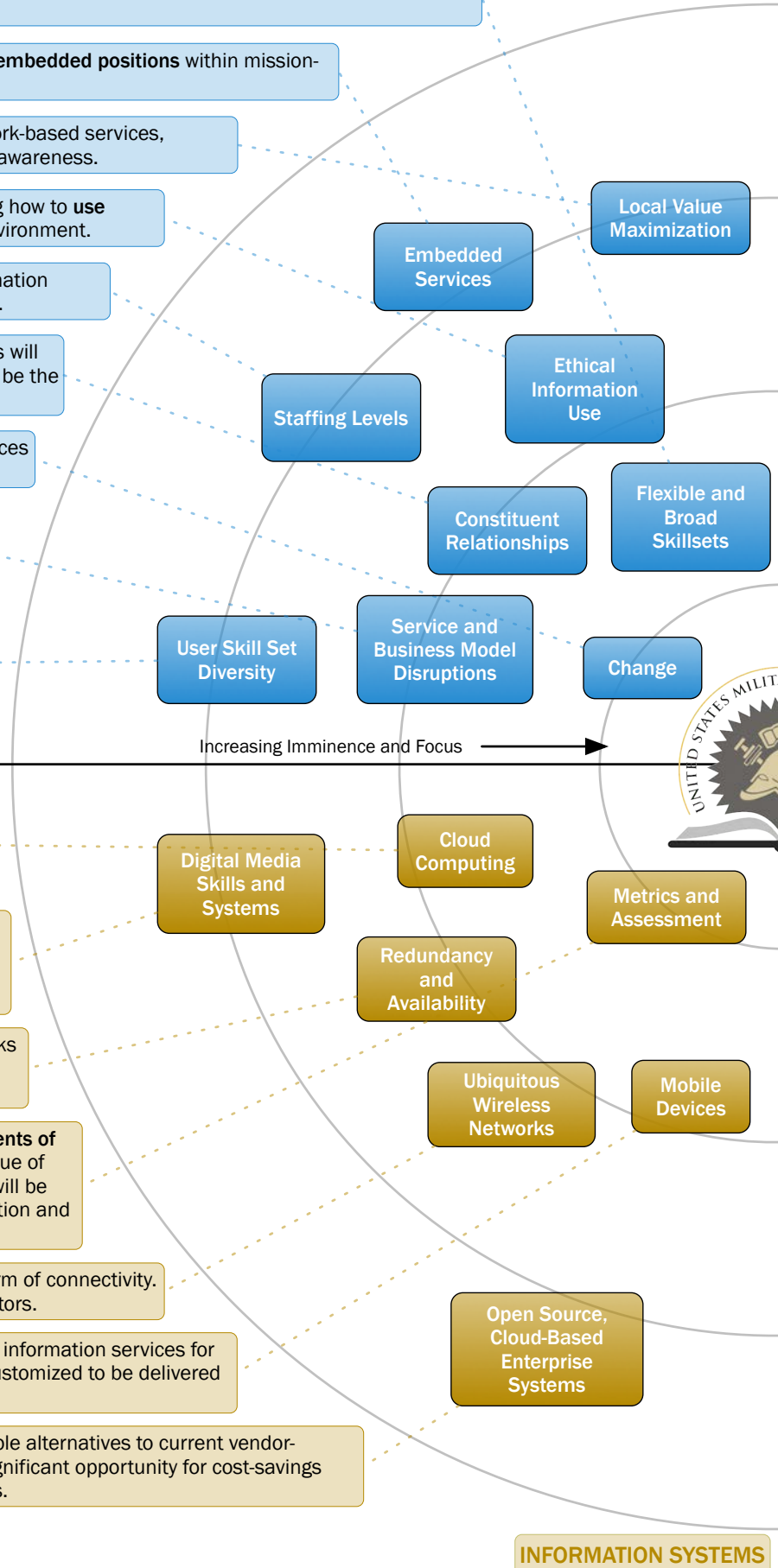
Redundancy and availability of digital services will be benchmarks of infrastructure quality. Service interruptions will be increasingly costly and problematic.

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.

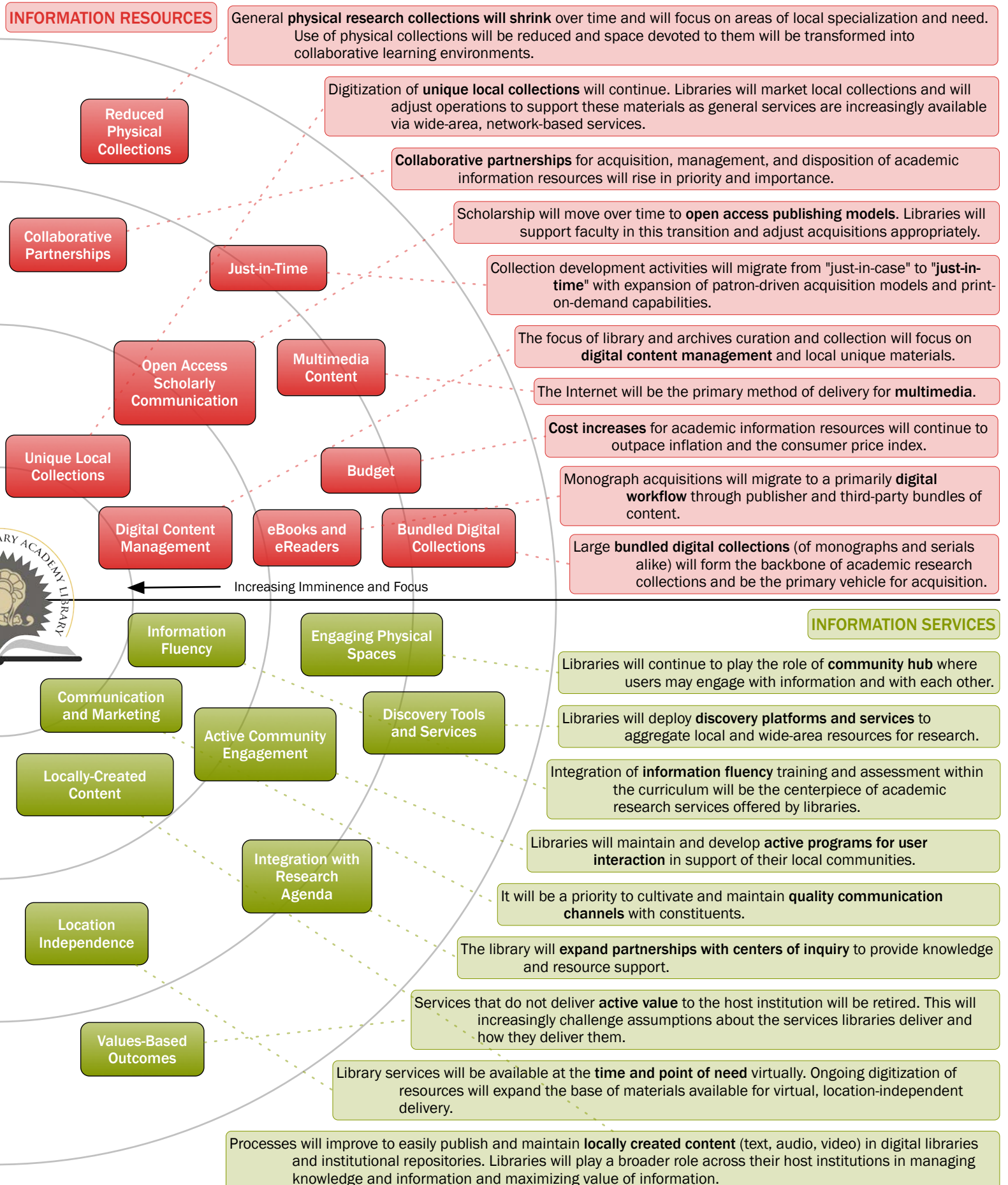
Mobile devices will be primary tools for the delivery of library and information services for staff and users alike. Collections and services will be customized to be delivered where and when needed via technology.

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 - 2017-2018



until the end of August. Collection area furnishings arrived early in October. Despite these minor delays, the staff did a remarkable job of hosting classes and researchers while finalizing collection arrangements and facilities. **Complete.**

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 Goldcoats service within Jefferson Hall for cadets.** Goldcoats Light provides technical support to cadets during the evening study period during lessons 1-40 of the academic year. This service is located in the Northeast quarter of the second floor, near the Mounger Writing Center. Cadets can now receive support for software and limited hardware issues when they need it, and the Library will continue to support this valuable cadet service. **Complete.**
- **Implement a virtual reference service on our library website.** We implemented a virtual reference chat service on our library website to connect library staff with users via a simple chat window interface. This new service allows users of the library to get immediate assistance while they are using the library's online resources. It is available during normal library hours, with more limited weekend hours, and is staffed by library personnel on duty. **Complete.**
- **Implement a personal librarian program for all incoming plebes.** Last fall, we introduced a Personal Librarian Program for members of the Plebe class. Each cadet Battalion was assigned a librarian who offered them research assistance and library news throughout the year through email. The goal was give incoming plebes a familiar connection to our services and reduce the anxiety associated with asking for help. This program is part of the First Year Experience (FYE) program to integrate and coordinate library instruction sessions throughout the cadet's plebe year. We are continuing this program, and plan to expand the communication effort surrounding it to include upperclassmen and cadet company Tactical Officers to increase awareness, and give that leadership an additional resource to suggest to cadets who are struggling with research assignments. **Complete.**

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.** As we continued to make improvements to the Library's website, we established a structured web development review workflow to provide visibility on pending changes to the website. This workflow alerts library staff when a change to the website is scheduled to happen, allowing them to plan for the change and provide feedback before the change has been made. **Complete.**

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.
Deferred.

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.** Work toward the goal to centralize all library staff within the library footprint in Jefferson Hall continued this year. Architectural plans are in the final stages and we expect construction to star on this project in the fall of 2017. The new suite will contain an office for the USMA Librarian, a supply area, shared workspace for two people, and a conference room. It will occupy the space formerly used for the Unique Resource program prior to their move to Bartlett Hall North. **Ongoing.**

What our cadets and faculty say about us...

"The Librarians are great resources for faculty and students, helping to teach classes on information literacy and research, and helping cadets prepare for research assignments. The staff make this a usable library; whether you need help finding information, help with a meeting place, or help getting a specific resource here to USMA, this staff makes this happen."

- Instructor, Department of Military Instruction

"Library has a great attitude. Mission focused and supportive. I think this all stems from great people."

- Assistant Professor, Physics

"Relaxing atmosphere. It's like a sanctuary from West Point in here"

- Firstie Cadet

"The Library staff has done a good job of figuring out new and/or different ways to engage the cadets, through technology and other methods aimed at their age groups' needs, as opposed to only the desires of the faculty and/or library staff. That is an important achievement, and one well-worth sustaining."

- Assistant Professor, History

"The library is my workplace. When I'm in my room, it is a guarantee that I will goof off and not get work done. The library helps me to stay focused, and be efficient in my work. Also, the staff is AMAZING, they help me whenever I need help no matter the problem."

- Plebe Cadet

"At the beginning of my research essay, I was completely lost. It wasn't until I asked for help at the library that I had a place to start. The librarian assisted me in navigating through the library as well as the website. Thank you!!!"

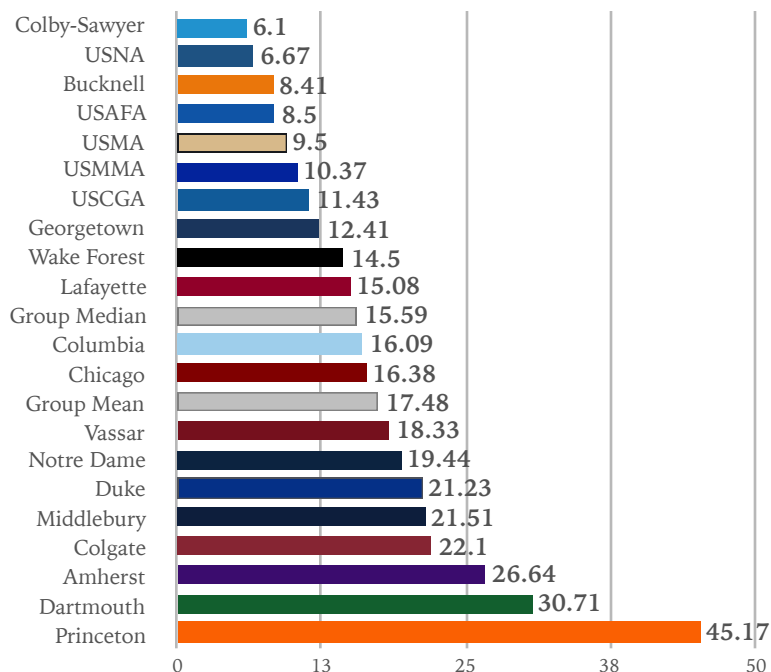
- Plebe Cadet

Best College Library

As ranked by 2016 Princeton Review

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

Library Staff per 1,000 Student FTE



\$1,427 & \$1,966

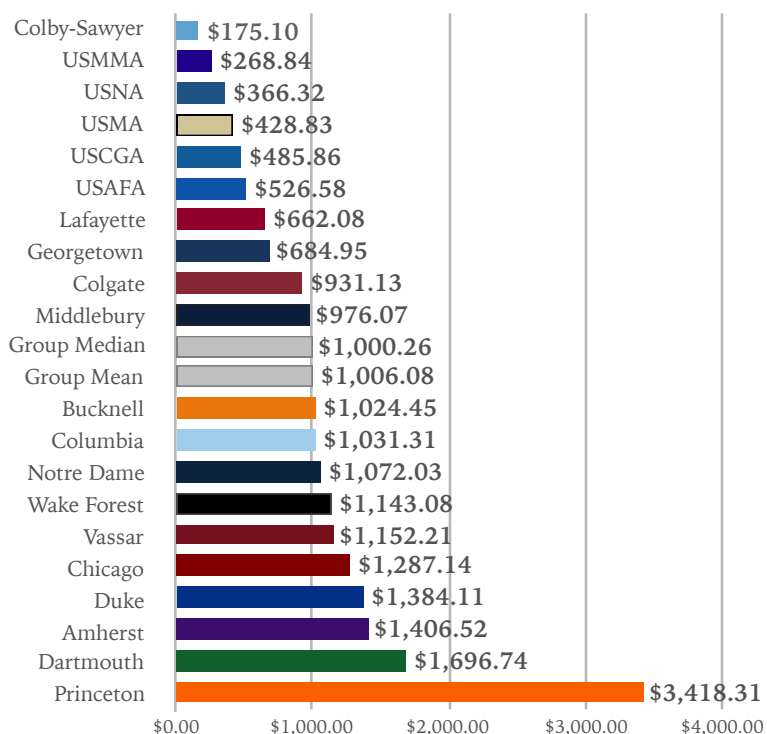
average cost for an online engineering journal, 2011 & 2016

Price Percent Change in 2015

Consumer Price Index	+0.7%
Periodicals	+7.1%
Hardcover Books	+0.4%
Audiobooks	-15.2%
Trade Paperbacks	-2.7%
E-books	-17.9%
Serials	+6.7%
Online Serials	+5.7%

Source: Library and Trade Almanac 2016

Dollars Spent per FTE Student on Library Materials/Services



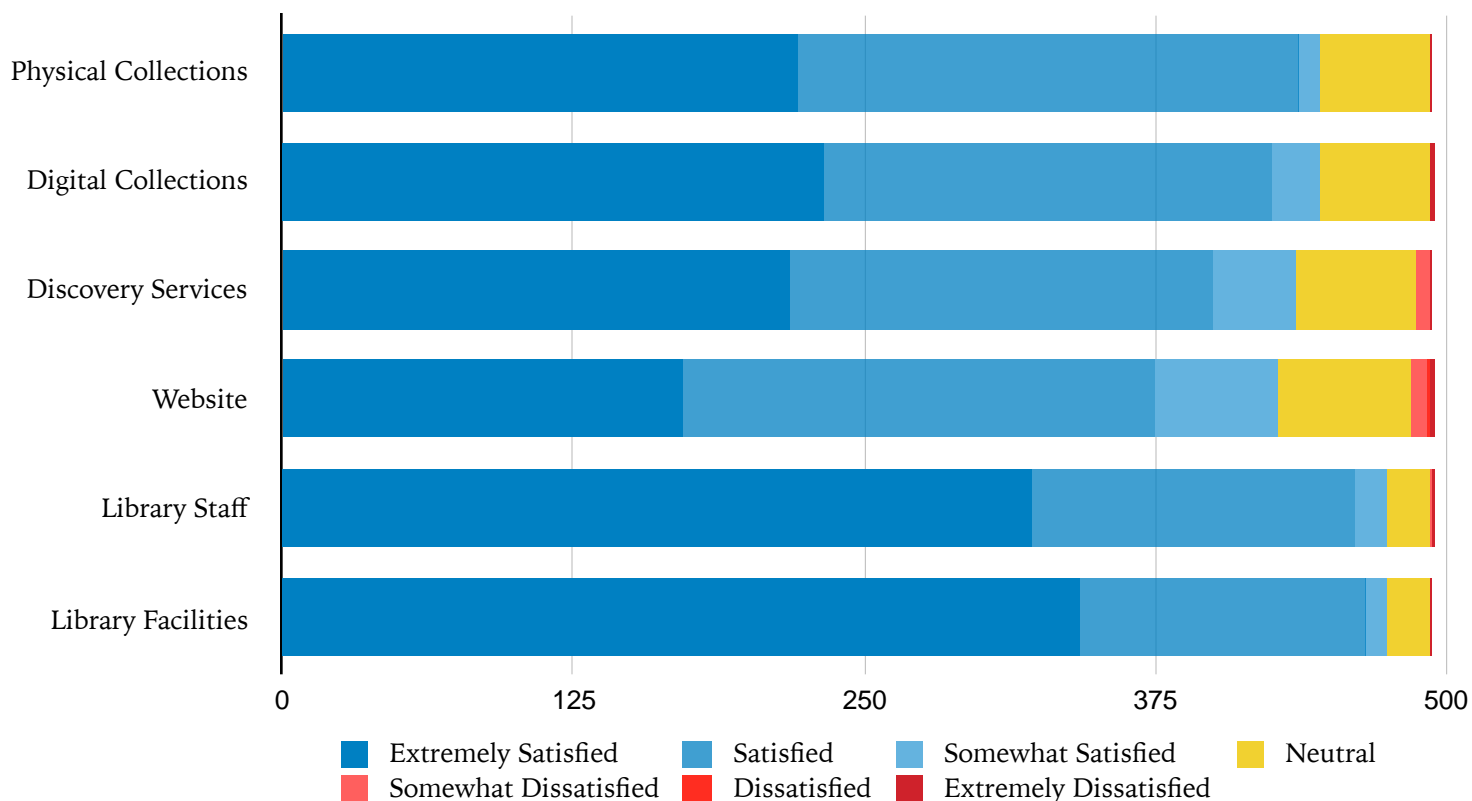
Source for both charts: Association of College and Research Libraries Survey 2016.

Cadet Views on Library Service

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507 graduating firsties from the Class of 2017 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



Resource Awareness

Cadet Comment: “Make sure cadets know all the resources the library has to offer.”

We are in the process of expanding the First Year Experience program that we began during the 2016-2017 academic year. We are also increasing our presence in core courses and will be working with USCC in this coming year to expand the reach of the personal librarian program, and develop strong relationships with the cadet academic chain of command and tactical officers so that cadets can learn about the resources we offer, and have the library recommended as a resource to struggling cadets who need research help.

Website Usability

Cadet Comment: “Website can be difficult to maneuver.”

The Library website tries to accomplish many different tasks for many different users, and is not very intuitive. We worked with a Systems Engineering Capstone class in Spring 2017 to get initial cadet feedback on how we can improve our system. We plan to do a ground-level redesign during the 2017-2018 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: “More upperclassmen would use the library if allowed to wear civilian clothing.”

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

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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 2016-2017 are highlighted here.

Behavioral Science & Leadership

Mr. Darrell Hankins, Liaison

Mr. Hankins coordinated librarian instruction and writing tutoring services for the Roy Benavidez Leader Development Program 2017 cohort. He also supported cadets by instructing MGT421: Strategic Management on the Lexis Nexis database and SCOUT to research corporations for targeted SWOT analysis for capstone projects; PL485: Human Factors Engineering students learned to find support resources for capstone project on human/equipment interaction during simulated combat scenarios; and PL300: Military Leadership students had access to a new library research guide to support their final research paper.

Chemistry & Life Sciences

Ms. Manja Yirka, Liaison

Ms. Yirka supported cadets one-on-one in their capstone projects and Independent Chemistry Research and individual faculty on their

research projects; while enriching their resources with the addition of a unique video journal, JoVE, as well as other journals and monographs.

Civil & Mechanical Engineering

Ms. Laura Mosher, Liaison

In addition to supporting cadet and faculty research, Ms. Mosher presented two special briefings to cadets: one as part of the Mechanical Engineering Capstone course, and the second as part of the “Welcome to the Major” session held by the Department for 50+ newly-declared Mechanical Engineering majors. These sessions informed cadets of the library and DoD resources for their capstone research, and that there is a liaison at the library to help with their specific areas of research. Ms. Mosher also participated in the Department’s Faculty Development Workshop during the summer of 2016, to learn more about the inner workings of CME, and how the library can best support their teaching efforts.



Electrical Engineering and Computer Science

Dr. Nicholas Olijnyk, Liaison

Dr. Olijnyk’s notable activities include partnering with West Point’s Institute for Innovation and Development/Research Operations during a multi-week training program to teach a group of NSA intern cadets the application of Army knowledge management principles to DoD cybersecurity research initiatives to create interagency situational awareness, providing in-depth information retrieval services, including creating annotated bibliographies, to support several EECS faculty members as they worked on research projects for professional development and Master Teacher Certificate Program papers, and supported EECS cadets with one-on-one research activities, mostly related to capstone research projects.

English and Philosophy

Ms. Susan Lintelmann, Liaison

In addition to assisting with faculty research and collection development, Ms. Lintelmann coordinated and conducted general information literacy classes for EN101: Composition students and deployed materials from the Special Collections and Archives on behalf of diversely themed courses such as EN302: Advanced Composition (US interaction with Mexico), EN322: American Literature (Civil War literature), and EP392: Minority

Literatures (Migration). Special Collections materials also supported departmental outreach endeavors like the States of the Book Conference in September and the Zengerle Family Lecture Colloquium in March. For spring semester EN102: Literature classes, which focused on race and identity, Ms. Lintelmann helped curate and provide narrative for displays illuminating the experiences of 19th-century African-American cadets and 20th century German- and Japanese-Americans.

Geography & Environmental Engineering

Ms. Alicia Mauldin-Ware, Liaison

Ms. Mauldin-Ware supported cadet and faculty research, as well as coordinating a presentation of photographs from the Unique Resources collection to support EV483: Colloquium in Geography. Cadets were able to gain a better understanding of the early history of photography by examining early items including daguerreotypes, stereo-cards, and glass negatives.



Law

Ms. Suzanne Christoff, Liaison

Suzanne completed her second year as an Assistant Professor in the Law Department. She teaches LW403, a core course combining elements of Constitutional and Military Law. Teaching has proven to be the perfect vehicle for immersion within her department. Included in all department mailings, meetings and events, she was always well informed and able to participate in discussions about the curriculum, cadet performance, and other key issues. Teaching and mentoring cadets has deepened her understanding of the department's resource needs. She has facilitated library instruction, helped build and refine the department library, and assisted individual cadets and faculty colleagues.

History

Mr. Corey Harmon & Dr. Mark Danley, Liaisons

Mr. Harmon and Dr. Danley led 61 instruction sessions for 863 cadets enrolled in HI108: Regional Studies in World History. They also provided individual research assistance to cadets and faculty members, and provided new instructor orientation for incoming faculty. Mr. Harmon provided access to the LibraryBox for several initiatives and explored how best to provide the department instructional services. Dr. Danley served on the thesis committee of two history majors, and taught one class section of HI301: History of the Military Art. Additionally, both Mr. Harmon and Dr. Danley created and updated research guides for the department and contributed to collection development through recommendation of library materials relevant to the History curriculum.

Foreign Languages

Ms. Elaine McConnell, Liaison

Ms. McConnell provided an orientation and library tour during the summer training for new instructors. She also assisted members of the department in obtaining resources for the USMA Library, and facilitated faculty and cadet research by obtaining required materials via inter-library loan.



to develop visual communication and presentation skills for the MA104: Single Variable Calculus class, and taught a “train the trainer” class to MA104 faculty, as well as teaching the material to selected cadet classes. She also taught a class for faculty on OpenRefine for the Center for Data Analysis Seminar.



Military Instruction

Mr. Daniel Pritchard, Liaison

In addition to providing library orientation to new faculty, this year 89 cadets in five sections received instruction in DS320: Landpower. The focus of the class was how to find primary sources for cadets to complete their Battle Analysis paper on the Boer War. During the spring semester, library staff members met with DSS faculty to discuss incorporating assessments into next year's classes.

Physics and Nuclear Engineering

Ms. Elaine McConnell, Liaison

Ms. McConnell provided new instructors with an orientation and library tour. She also assisted members of the department in obtaining resources for the USMA Library, and to sort and arrange the departmental library. She also assisted faculty members and cadets with research assistance, some of which was used for conference presentations. She also provided individualized training to instructors in the use of specific databases.

Social Sciences

Mr. Michael Arden, Liaison

Mr. Arden supported the Social Science cadets and faculty by continuing his office hours in Lincoln Hall, developing research guides and presenting evening clinics to prepare cadets for large assignments in required courses such as SS202: American Politics and SS307: International Relations, and integrating with faculty by participating in the D/SOSH Faculty Development Workshop. He has expanded library content in the

department's weekly newsletter.

He also collaborated with the Center for Holocaust and Genocide Studies to plan and present a screening of *Denial*, followed by a panel discussion.

Systems Engineering

Mr. Daniel Pritchard, Liaison

Mr. Pritchard worked with Dr. Olijnyk to teach classes on how to conduct a literature review to 91 cadets enrolled in the Systems Engineering capstone course, and provided continuing support to cadets and faculty providing research. His work with faculty also led to the examination of the library system as a capstone project for SE450: Applied Systems Design and Decision Making, resulting in four groups presenting projects on how to improve library processes.

Center for Enhanced Performance & USMA Prep School

Ms. Karen Shea, Liaison

Ms. Shea continued to work with the CEP to help teach classes for RS103: Information Literacy and Critical Thinking. This year, one of the classes was devoted to fake news, which focused on the importance of evaluating news sources, bias in the media and the examined ways in which social media and filter bubbles have changed the way that people share and read the news.



A Look Ahead: 2017-2018 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.

- **Pursue collaboration with the Mounger Writing Center on cadet instruction.** We will work to cross-promote and integrate instruction and other advisory services for cadets working on assignments involving research and writing.
- **Develop a firstie-year experience.** Like our plebe-year experience, we will consider and develop an integrated program to support firsties and their unique library requirements to include their capstone experiences.
- **Develop relationship with the United States Corps of Cadets (USCC).** As part of this effort, we will develop an award/incentive structure to encourage plebe engagement with the Library along with working with the leadership of USCC to provide opportunities to increase awareness of library resources and assistance to cadets.

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

- **Develop a plan for our next generation of Integrated Library System.** We will investigate market options and determine a path forward in order to replace our legacy ILS with a new, fully-compliant system. This objective will require planning for resources to manage the transition and development of a statement of work to cover the new system.
- **Implement a digital repository.** We have acquired a digital repository system for scholarly information and will implement and market the system for use by cadets and faculty. We will also work to implement an open access policy in cooperation with the Office of the Dean and the Staff Judge Advocate.
- **Implement 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.

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

- **Evaluate our physical signage and revise as necessary.** With the addition of digital signs in Jefferson Hall, we will do a systematic survey of all signage and adjust signage as necessary with an eye to minimal, but effective building wayfinding.
- **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.

- **Complete acoustical ceiling treatments on the sixth floor and the first-floor hallways.** We will seek funding to complete acoustical ceiling treatments on the first and sixth floor to improve facility usability and noise management.

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

- **Explore a workflow to capture social media for records management.** We will work to develop a systematic way to capture social media content for archival purposes.

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

- **Build collaborative partnerships with domestic and international institutions.** We will work to develop a new program with the Library of Congress to deliver expanded services for cadets, faculty, and staff.
- **Implement service kiosks within Jefferson Hall for real-time assistance.** We will create in-building chat kiosks for users to communicate with the service floor coordinator from other floors.

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

- **Redesign the external website.** We will plan, design, and implement a new external, public website by June 2018, with preview available online in Spring 2018. This will include assessment of the current site and integration of new functionality (i.e. digital journal browsing).
- **Plan and develop a mobile app for interacting with library services.** We will consider how best to deliver services directly to mobile devices and work with a third-party to develop an app/website to deliver this service.

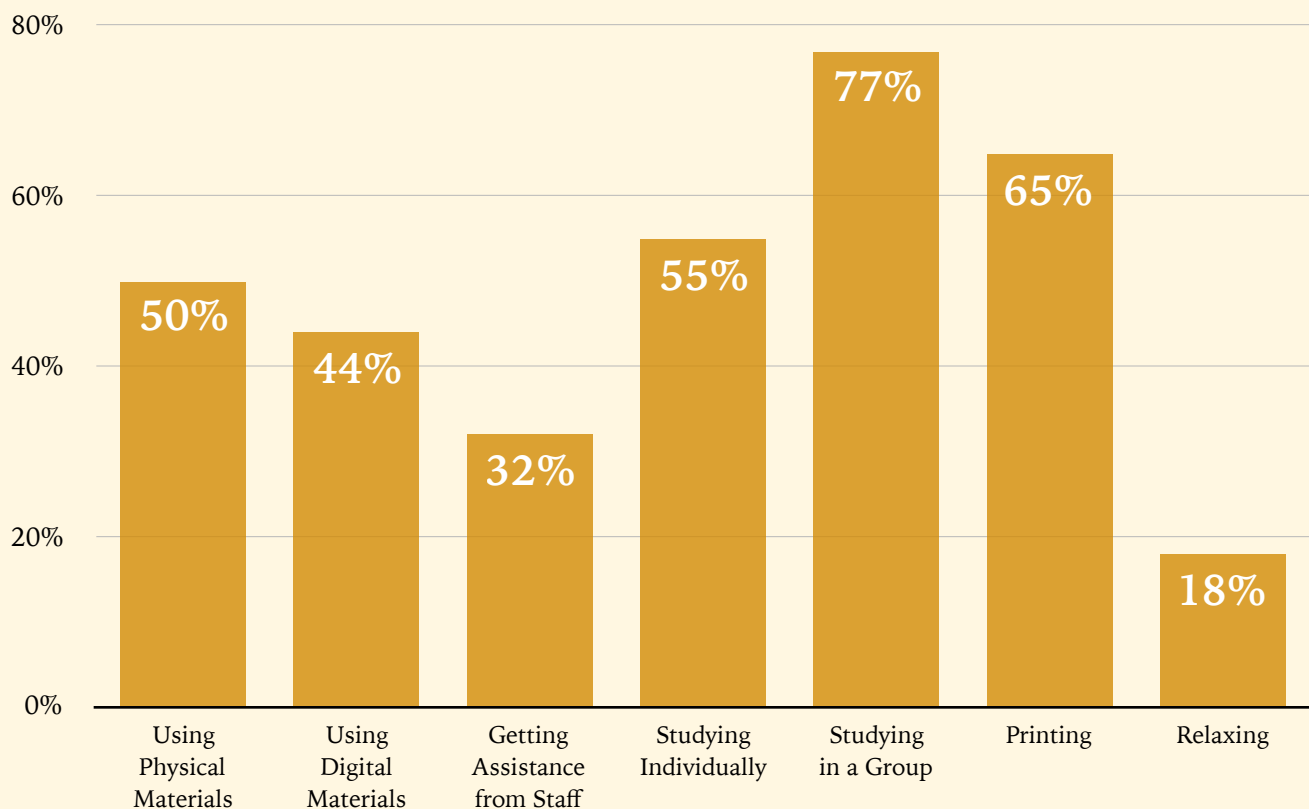
GOAL: The USMA Library studies and shares the effectiveness, impact, and value of information services to support the mission of USMA.

- **Develop and execute an assessment plan for the first-year experience.** Building upon our work to develop a plebe-year experience, we will work to develop an assessment program to track effectiveness and value over time and across courses.

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

- **Develop a framework for all-library staff development opportunities and skill development.** We will develop an overall framework to support staff development, both with events on-site, as well as guidance for participating in off-site development activities.
- **Develop comprehensive new employee orientation and training plans.** We will develop and maintain a regular program to bring new employees onboard and to ensure their acquisition of all appropriate skills during their orientation period.

Percent of Graduating Firsties Reporting How They Used the Library





Program Review 2016-2018

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

FY2017 Appropriated Funds Allocation for Library Materials

Major Contracts for Library Content and Systems	\$1,793,000
Minor Contracts for Library Content and Supplies	\$580,000
Professional Development, Facility Support, Miscellaneous	\$192,400
TOTAL	\$2,565,400

United States Military Academy Library

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