

United States Military Academy Library

2011-2013 Program Review



The Days of Big Data

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

These are the days of big data. Humans are creating, sharing, and consuming more data and information today than at any time in history. In 1960, the typical American had access in their homes to 3.4 television stations, 8.2 radio stations, 1.1 newspapers, 1.5 recently published books, and 3.6 magazines. In a world of information scarcity, libraries played a significant role in expanding access to information. They provided depth and breadth to personal information gathering, connecting researchers and readers to a world of well-balanced information and knowledge.

A study from 2005 now estimates that for every minute we consume information, more than one thousand additional minutes of content are available to us. Thus every moment of information intake is a decision — one source chosen, with a thousand others set aside. The same study suggests that one effect of having such a wide range of sources to consider is a reduction in the diversity of resources and perspectives chosen. In other words, in a world of 3.4 television stations, we were more likely to watch all of them and therefore gain a variety of perspectives. Today, we are more likely to default to a smaller and smaller set of resources because we lack the perspective — and more importantly, the time — to choose the best one.

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“In a world of attention scarcity, the role of the library remains exactly the same as when information was scarce — to connect researchers and readers to information. However, while libraries used to expand the universe of possible information, today they work to define and filter it in order to make it manageable at a human level. The role of librarians as teachers to expand the information skills of researchers and readers is more important today than ever.”

The Days of Big Data (cont.)

In a world of attention scarcity, the role of the library remains exactly the same as when information was scarce — to connect researchers and readers to information. However, while libraries used to expand the universe of possible information, today they work to define and filter it in order to make it manageable at a human level. The role of librarians as teachers to expand the information skills of researchers and readers is more important today than ever. Even the best search engines will only return a small sampling of available resources, and rarely do they expose the deep and rich resources owned and licensed by libraries.

Google and Wikipedia are examples of the many outstanding tools and resources for academic work now available online. They gather and present good information that can serve as a starting point for academic research. Increasingly, today's students do not look beyond these tools and the links generated therein to generate academic work. Given the complexity of our information landscape today, can we blame them?

Throughout the 2012-13 academic year, the United States Military Academy Library will be expanding our efforts to ensure that cadets, faculty, and staff feel equipped to navigate the information minefields inherent in twenty-first century academic research. We will be working to expand our visibility and presence as librarians outside of the library, as we recognize that academic research takes place all over the Academy, particularly in academic departments. We will be working with each academic department to better understand their information literacy-related outcomes for their majors and design specific initiatives to ensure those outcomes are met. We will be working to improve our Internet-based discovery tools that can more effectively deliver and refine the best academic information to our users (most of which are not available publicly on the web). We will be working to expand support and services to mobile users, recognizing that the need for information retrieval in today's world happens everywhere. We will be expanding our efforts to communicate with users to better provision them with skills and knowledge of how best to use library resources.

While these areas will be of particular focus during the 2012-13 year, they will continue to guide library initiatives and efforts into the future. The universe of information will keep expanding at rates beyond what we can imagine. Some researchers estimate that we will see a fifty-fold increase in information over the next decade. That estimate may be conservative. While our digital tools to harness that information will certainly continue to improve, there is a very bright future for information professionals who can rationalize an incredibly complex world of data to make it functional, useful, and more humane in support of high quality academic research. Doing so is our goal in service to the cadets, faculty, and staff of the United States Military Academy now and into the future.

Reference: Neuman, W. Russell, Yong Jin Park, and Elliott Panek. “Tracking the Flow of Information Into the Home: An Empirical Assessment of the Digital Revolution in the United States, 1960–2005” *International Journal of Communication* 6. (2012).

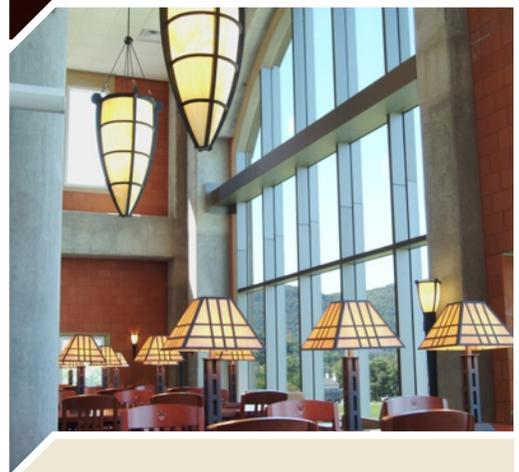
Our Vision

The United States Military Academy Library embraces and advances scholarship and research in a digital world through the development of skills, collections, and tools designed to equip future leaders and scholars for the Army and the nation. We challenge ourselves as information professionals to lead our community forward in adapting to the rapidly changing landscape of scholarship and library service. We build outstanding digital collections in support of the Academy curriculum, enhanced by appropriate local physical collections. We develop innovative and relevant tools to deliver, discover, and disseminate scholarship and research to our community, wherever they may be. We promote Jefferson Hall as the central place of multi-disciplinary and collaborative scholarly engagement for West Point and the Army. We pursue excellence in all that we do.

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.
- Acquires and maintains outstanding **academic information resources** designed to support the curriculum.
- Offers a collaborative, engaging **place** for scholarship and study.
- Advances the **role of scholarship and research** within the Academy and the Army.
- Shares the story and **history of West Point** and the Academy with the world.
- Develops and **grows leaders** in academic information service.
- Collaborates and **builds relationships with our peers** locally, nationally, and internationally.



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.

2011-2012 Academic Year in Review

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The USMA Library welcomed four new **staff members** this year, Karen Shea (Access Services Librarian), Darrell Hankins (Access Services Librarian), Christine Bassett (Associate Director for Systems Management), and Christopher Barth (Librarian and Associate Dean). Two staff members were also promoted, Deborah DiSalvo (Associate Director of Access Services) and David Stockton (Associate Director of Materials Processing). Mark Colvson, Donna Selvaggio, and John Bedell transitioned from the library.

Our West Point community members used **interlibrary loan** to borrow 598 books and 839 articles of which cadets requested 337 items and faculty/staff requested 1091 items. We sent 952 items to other partner institutions.

During the past year, the Special Collections and Archives staff has reproduced many of our paper-based historical artifacts in digital form. Among approximately **120 GB of new digital content** are more than 700 Civil War era letters reproduced in support of H1103 requirements and numerous historical photographs and photograph collections, including 19th Century United States Military Academy Class Albums.

Systems Management staff spent more than 40 staff hours providing support for the public printers provided at the reference desk. In April and May 2012, these printers averaged **440,986 pages printed a**

month, and 64,093 pages copied a month.

Members of the West Point academic community **downloaded 238,402 journal articles** from electronic services provided by the USMA Library in 2011-12. The vast majority of these downloads came from JSTOR which provided 173,767 articles.

120GB
of new digital
content including
700 Civil War era
letters

Systems Librarian Justin Kovalcik provided on-site **support for the National Military Academy of Afghanistan (NMAA)** in a six month deployment. His work directly impacted the overall success of the NMAA mission through many activities including: the development of a 5 year strategic plan for the NMAA library including an operation budget and long term strategic plan; research and coordinating the request for a full-function Integrated Library System; coordinating with library staff at the American University of Afghanistan (AUAF), USMA, and Kabul University; developing a purchase plan for more than \$100,000 in new library furniture for the new NMAA facility at Qargha; developing a new program to establish rotational scheduling for NMAA; and performing “guardian angel” duties in

more than 25 outside-the-wire missions in a hostile, combat environment.

There are **310,352 items in our circulating collection**. The most checked out book in the 2011-12 academic year was, *Theory of International Politics*, by Kenneth Waltz with 206 checkouts. *Operation Just Cause: the storming of Panama*, by Thomas Donnelly, Margaret Roth and Caleb Baker, had 176 checkouts followed by *Bay of Pigs: the untold story*, by Peter Wyden, which was checked out 164 times. The most popular recreational read was *Shades of Gray*, by Timothy O’Neill, which had a total of 129 checkouts. *Harry Potter and the Order of the Phoenix*, was second with a total of 52 checkouts, followed closely by *Slaughter House Five* with 51 checkouts.

The library processed **804 items as gifts-in-kind** from approximately 130 donors; 375 items were added to the collections from these donations.

Jefferson Hall hosted a series of high-profile events for the Academy including the West Point Diversity Leadership Conference, SCUSA, the West Point Negotiation Conference, the Faulkner Conference, the Senior Leader Conference, and the USMA Board of Visitors. In all, **the Haig Room in the library hosted 131 events**, 58 during the fall semester and 73 in the spring semester.

There were a total of **103,028 visits to the library website**; an increase of 5.9% over the last academic year. Visits to the main library website included 9 countries outside of the United States; in order of greatest

number of visits, these countries are: Germany, Australia, United Kingdom, Turkey, Brazil, Japan, France, Canada, and Russia.

During the period 1 June 2011 - 31 May 2012, **Special Collections and Archives hosted more than two hundred cadet sections**, providing presentations that incorporated resources from the collections relative to course content. Of particular note were EN302 sessions in both the fall and spring terms engaging approximately one-thousand cadets (combined) with resources relative to Cuba and the Spanish-American War; HI 103 sessions in the fall engaging more than four-hundred cadets with Civil War era letters; and a spring EN102 event engaging all the plebe class sections with biographical resources relative to Ulysses S. Grant (USMA 1843), John Pitman, Jr. (USMA 1867), and George S. Patton (USMA 1909).

Reference librarians implemented a new system to track reference interactions. During the 2011-12 academic year, **5,217 requests for assistance** were received and processed by library staff.

The manuscripts collection continues to grow. Among many donations, a few of particular interest are a letter by Thomas Sully dated 13 September 1832, regarding the portrait of President Monroe commissioned by the Academy; the Civil War diary (for service prior to his cadetship) and West Point monthly class and conduct reports of Charles F. Powell, USMA 1867; the letters of Charles Austin Booth, USMA 1872, who served on the

frontier and in the Spanish-American War; the papers of General Frederick A. Stevens, USMA November 1918, who fought on Iwo Jima and is believed to be the first graduate to attain flag rank in the Marine Corps; and the papers of General George S. Blanchard, USMA 1944, whose career began in World War II and extended through most of the Cold War.

The Librarian met with each of the academic department heads and other key Academy leaders over the year to gather information on current and past library support initiatives and to discuss future opportunities for support.

We currently own **3,907 DVD titles**. The most popular DVD, *Band of Brothers*, had 173 checkouts. *The Patriot* had 169 checkouts, and *Last of the Mohicans* was checked out 149 times.

563,543
*transactions in our
online library catalog*

Staff from our Materials Processing division executed **563,543 transactions on our catalog records in our library catalog system**, Millennium. This represents ongoing work to improve access and discovery to resources in our collections.

The Dean's Policy and Operating Memorandums for the library were rewritten to better reflect current

practice and to provide clarification on appropriate use of the facility. DPOM 08-2 which originally covered use of the Haig Room has been expanded to cover special operations throughout Jefferson Hall. A new guide to event planning for the library was also prepared for distribution to anyone interested in hosting events within the library.

Suzanne Christoff, the Associate Director for Special Collections and Archives led library efforts to mentor a graduate student from the University at Albany Department of Information Studies in a **16-week library internship** during spring semester 2012. The broad-based program devised for this student will serve as a prototype for a competitive internship planned for Spring 2013.

West Point's Master Teacher certification program saw its first library graduate when **Laura Mosher** completed her work this past spring.

Library staff provided more than **30 tours for distinguished visitors to West Point**. Interest in Jefferson Hall remains high as many academy visitors choose to spend time visiting the library.

The Special Collections and Archives Division hosted nearly one thousand researchers in our reading rooms this year. While about twenty percent of these visits involved quick inquiries, the vast majority of our visitors were conducting more in-depth research.

There were a total of **9,257 visits to the digital collections webpage**; an

increase of 30% over last year.

As a member of our academic library consortium ConnectNY, we loaned 2,209 books to patrons at partner institutions and **West Point patrons borrowed 937 books from other CNY participating institutions.**

The Special Collections and Archives Division maintained a **rotating display case in the Jefferson Hall rotunda** featuring reproductions of historical content of relevance to contemporary events at the United States Military Academy. Among the events for which displays were mounted during AY2011-2012 were: the start of the academic year, football, class reunions in both the fall and spring terms, winter at West Point, plebe parent weekend, Faulkner's 1962 visit to West Point, and graduation. The division also provided staffed displays for various VIP tours, as well as special events like R-Day, plebe parent weekend and graduation when the library has many visitors.

A new **collection development policy for audio-visual materials** was drafted and will be further incorporated into a new overall collection framework being designed to integrate with our department specific academic support statements.

Sixty-five general library instruction sessions were offered supporting Social Sciences, English, Geography, Center for Enhanced Performance, and USMAPS.

The library **added over 9,900 items to the general collections**

(circulating, reference, audiovisual, and government documents) during the 2011-12 academic year. We also received over 3,500 individual serial issues.

Among a number of gifts-in-kind this year, the **Special Collections and Archives Division acquired some interesting old math texts** from the Department of Mathematics and retiring faculty member Dr. Fred Rickey. These titles added to our collection of textbooks used at the Academy in the 19th and early 20th century. In addition, considerable progress was made on the re-cataloging for the OPAC of two of our most significant collections of published works: The Thayer Collection (the collection as it existed ca. 1822 when the USMA Library published its first catalog) and the Early European Collection (with military works dating from the late 15th Century through the 17th Century).

34,285
visits to our online
course guides

There were a total of **12,985 visits to the library database webpage**; an increase of 7.9% over the last academic year.

The library gained control over the **computerized lighting system** that now properly powers down lighting when the facility is closed. Previously,

many relays were non-functional resulting in large sections of uncontrollable lighting in the facility.

In May 2012, **the library received the papers of BG Lance Betros**, outgoing head of the Department of History; these included personal and departmental materials, as well as the working notes for his recently published book, *Carved From Granite: West Point Since 1902* (College Station: Texas A&M University Press, 2012). General Betros also issued a reminder to his colleagues on the Academic Board about the importance of their own historical records, "an essential part of the documentary history of West Point ... likely to be useful to researchers in the future."

The library completed a **collection inventory** in summer 2011 setting a new baseline for ongoing collection inventory and accountability efforts. Missing items have been identified and suppressed from public display in the catalog. The library continues efforts to identify items missed by the inventory and to identify the location of items flagged by the inventory process. We will be implementing a regular rotation for collection inventory in future years.

Special Collections and Archives participated in a project by the New York State Archives to produce a **web resource about New York State in the American Revolution designed to be used by teachers**. Ultimately, twenty-two documents from our manuscripts collection were requested for inclusion in the project.

The Access Services division manned the circulation desk typically 106 hours per week **checking out 53,129**

items to patrons this past academic year. We checked in and reshelfed 52,508 items, renewed 24,835 items; recalled 42 items and placed 568 items on the hold shelves for patrons. 78.5% of circulation activity is cadet activity.

The Library has partnered with other faculty to propose reconstituting the **United States Military Philosophical Society** as an affiliated organization to help strengthen the identity of the scholar-warrior and build deeper connections between the intellectual capital of West Point and Army as a whole. This idea will continue being refined for broader discussion in Fall 2012.

There were a total of **4,443 visits to the interlibrary loan webpage**; an increase of 18% over the last academic year.

In addition to our many in-house patrons, the **Special Collections and Archives staff answered more than one thousand inquiries** from individuals who contacted us by e-mail, phone and other means.

A new system was deployed to provide online research guides to support academic research. LibGuides allows librarians to easily craft specific lists of relevant resources for disciplines, interdisciplinary research, specific courses and everything in-between. During the 2011-12 academic year, we saw **34,285 visits to our course and research guides.**

New policies governing appropriate conduct in the library, circulation of materials, and volunteers was adopted by the library. Appropriate conduct has been more directly

defined to allow for easier communication with cadets. The circulation policy will provide greater convenience to faculty by allowing longer check-out periods while increasing accountability of resources by requiring items to be returned annually to the library. The volunteer policy describes the conditions under which division heads may accept volunteers.

78.5%
*of circulated items
are borrowed by
cadets*

Two books published this year by USMA alumni were researched extensively in Special Collections and Archives: *Carved from Granite: West Point since 1902* by Lance Betros (College Station: Texas A&M University Press, 2012) and *Pass in review: an illustrated history of West Point cadets, 1974-present* by Clyde Cocke; photos by Eilene Harkless Moore (Long Island City, NY: Osprey Publishing, 2012).

Systems Management staff supported all library staff workstations with general updates, troubleshooting, and software installation. This included converting **40% of library staff machines to the Windows 7 operating system**, rebuilding 2 machines entirely due to malware infections, and responding to various issues of which 274 were help desk

tickets submitted via the SharePoint internal system. Additionally, more than 60 IT issues were submitted to the NEC for resolution. One machine required more than 25 hours of SMD staff time to recover files after a hard drive crash.

The institutional archive, comprised of the historical records of the United States Military Academy, continues to grow. Among many accretions, the most significant this year was clearly the **acquisition of approximately 30,000 historical maps and architectural drawings** from the Directorate of Public Works. Many of these important historical documents have been targeted for retirement to the Archives since the Historic American Buildings Survey/Historic American Engineering Record review of West Point in the 1980s.

The library began a **new blog** on our SharePoint site to better collect important news and event notices. The Librarian has also instituted a (mostly) weekly review of significant events which is posted there.

There were a total of **73,385 visits to the library catalog webpage**; a decrease of 13% from the last academic year.

Library staff collaborated to set a mission and goals for library initiatives moving forward as part of a strategic planning process in spring 2012. The library has also published a strategic awareness document that tracks significant developments in the realm of academic libraries that will affect our operations in the future.

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.

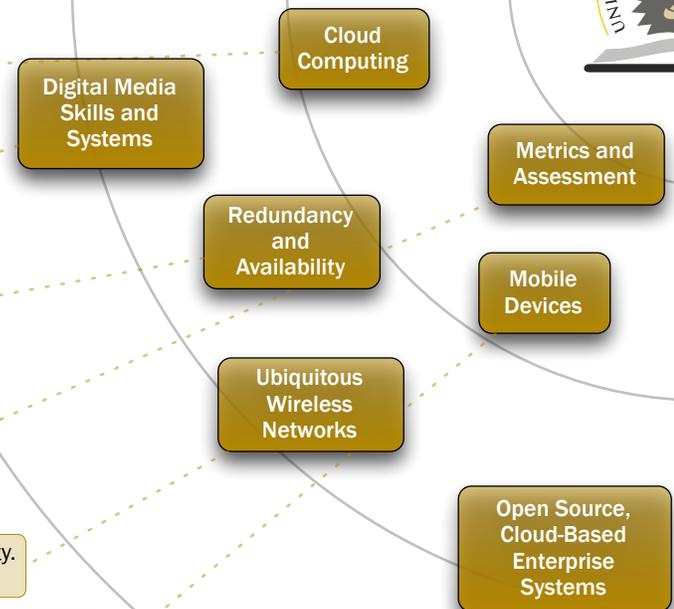
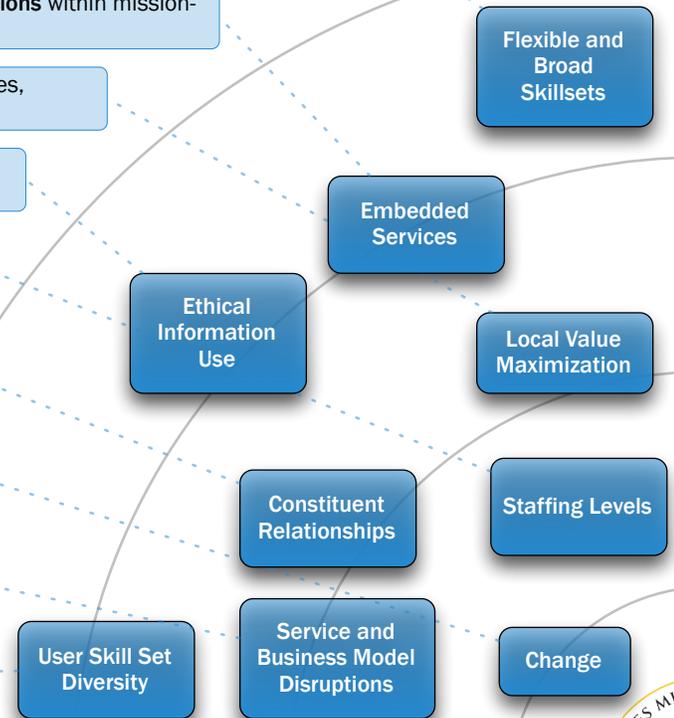
Redundancy and availability of digital services will be benchmarks of infrastructure quality. Service interruptions will be increasingly costly and problematic.

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.

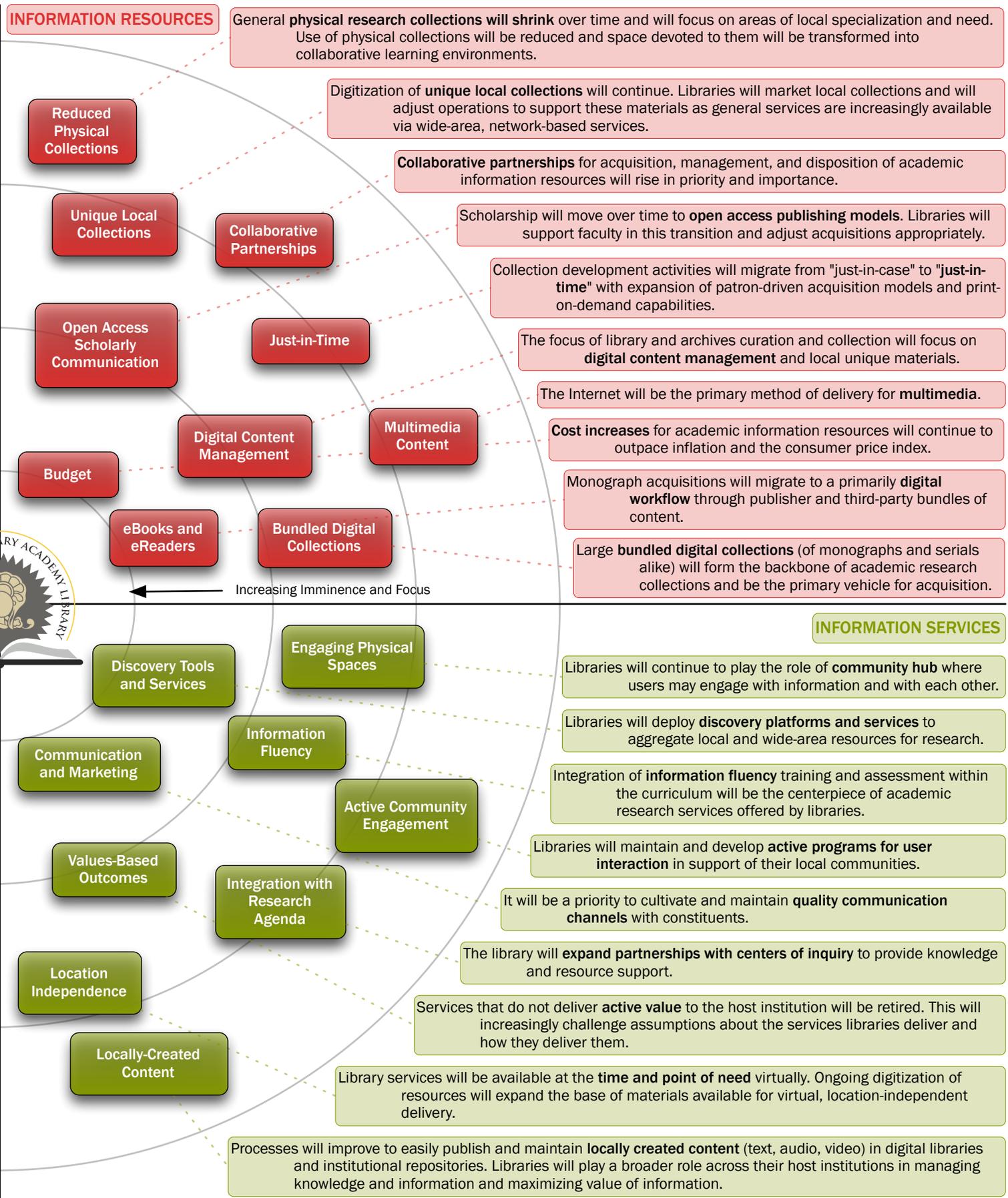
Mobile devices will be primary tools for the delivery of library and information services for staff and users alike. Collections and services will be customized to be delivered where and when needed via technology.

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 - 2012-2013

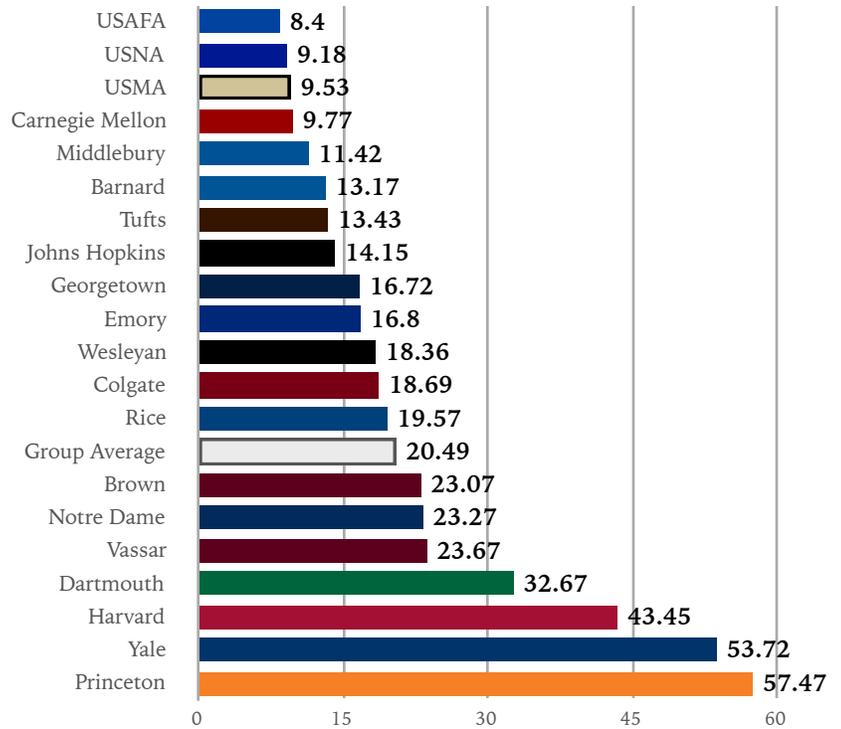


Best College Libraries

As ranked by 2011 Princeton Review

1. Harvard College
2. Columbia University
3. Brigham Young University
4. Cornell University
5. Duke University
6. Princeton University
7. Stanford University
8. U.S. Military Academy
9. Emory University
10. Yale University

Library Staff per 1,000 Student FTE



\$229 & \$2,622

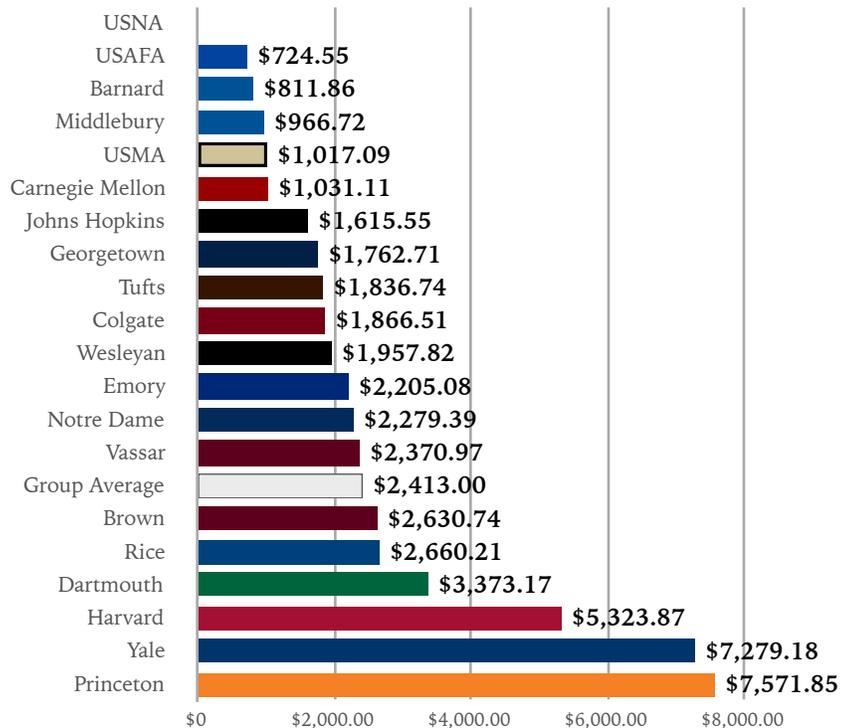
average cost for chemistry/physics journal, 1984 & 2010

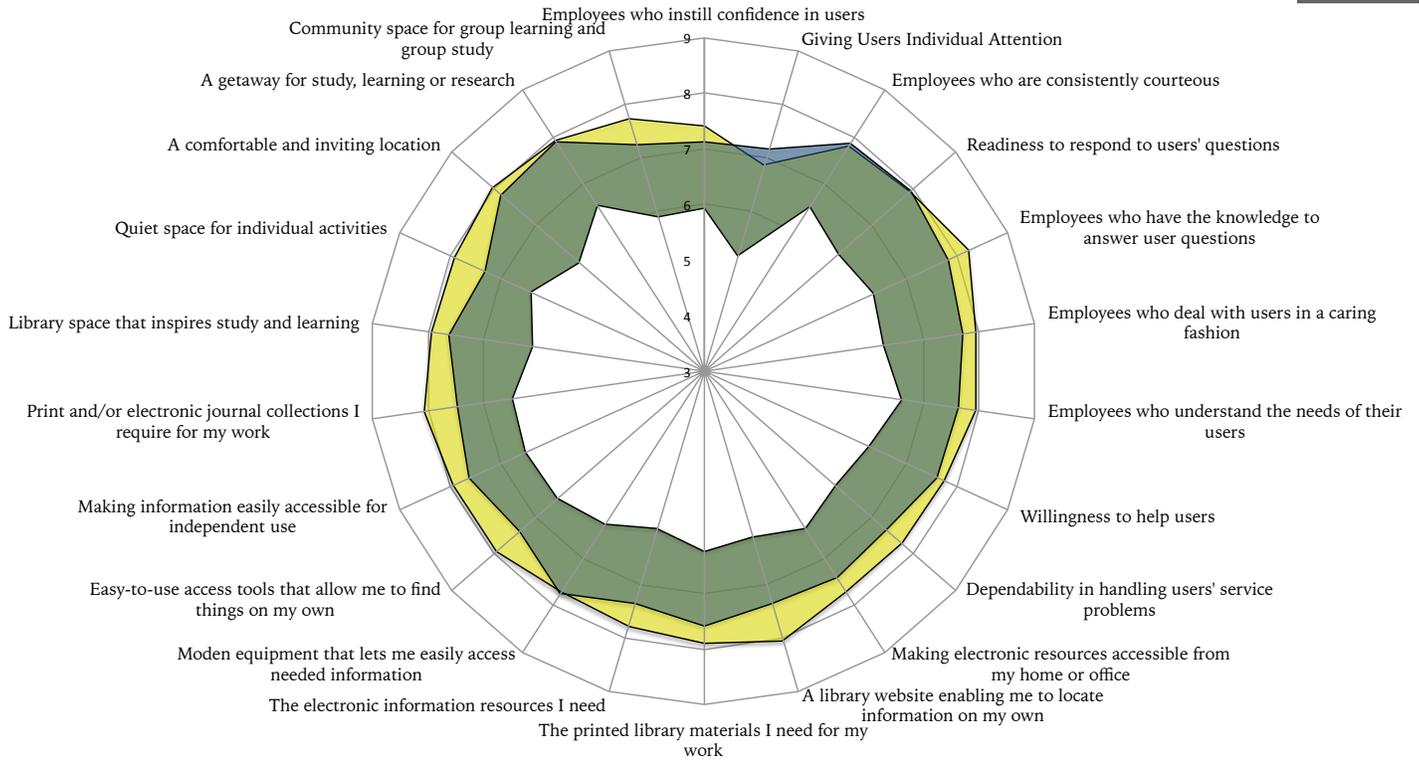
Price Percent Change in 2011

Consumer Price Index	+3.0%
Serials	+7.1%
Hardcover Books	+1.0%
Academic Books*	+12.4%
College Books	+4.6%
Audiobooks	-4.25%
Trade Paperbacks	-12.1%
E-books	-34.3%

* 2010 figure (2011 unavailable)
Source: Bowker Annual 2012

Dollars Spent per FTE Student on Library Support





Perceived Greater than Minimum Perceived Less than Desired Perceived Greater than Desired

About the Survey	About the Survey Sample	About the Chart
<p>LibQUAL+® is a suite of services that libraries use to solicit, track, understand, and act upon users' opinions of service quality. These services are offered to the library community by the Association of Research Libraries (ARL). The program's centerpiece is a rigorously tested Web-based survey bundled with training that helps libraries assess and improve library services, change organizational culture, and market the library. More than 1,000 libraries have participated in LibQUAL+®, including colleges and university libraries, community college libraries, health sciences libraries, academic law libraries, and public libraries.</p>	<p>The USMA Library administered the LibQUAL+ survey to the community in spring 2011. 339 individuals responded (90% cadets / 10% faculty and staff). Of responding cadets 50% were plebes or yuks, while 50% were cows or firsties. 75% of respondents were male while 25% were female.</p>	<p>Respondents' minimum, desired, and perceived levels of service quality are plotted on each axis. The resulting "gaps" between the three levels are shaded in green, yellow, and blue. Generally, a radar graph shaded green and yellow indicates that users' perceptions of service fall within the "zone of tolerance"; the distance between minimum expectations and perceptions of service quality is shaded in green, and the distance between their desired and perceived levels of service quality is shown in yellow. When users' perceptions of service exceed their desired level of service, the gap is shaded in blue.</p>

2012-2013 Library 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.

- **Develop an evening curriculum of research help courses.** Prepare a recurring series of courses offered by library staff during the evening study period to expand information literacy and research skills of cadets. The series should reflect significant known assignments and be designed to augment (not replace) course-integrated instruction.
- **Review our deployment of course and research guides in LibGuides.** We have now gained experience with our LibGuides product for course and research guides and will review how the product is currently deployed for improvements and efficiencies.
- **Redesign and migrate the public and research website.** We will redesign our public and research website for usability and design as well as migrate it to the new SharePoint content management system.
- **Give a library in-brief for new cadets.** This will improve awareness of library services and resources for new cadets and allow for a uniform message to be shared upon arrival.
- **Deploy a program to provide embedded library liaison services in academic departments.** Recognizing that many of our library users access services digitally, we will provide some regular support (e.g. reference and on-demand instruction) hours in academic departments.
- **Develop academic support statements for departments.** We will develop a focused statement that frames academic information support to each department. This would include targets for information fluency collaboration and collection development/management priorities.

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

- **Implement a discovery service.** Discovery services are now standard in most academic libraries as tools that index a wide variety of collections into a single user interface. Our goal is to provide a service that would allow for simultaneous searching of our catalog, digital collections, and significant licensed digital materials (e.g. JSTOR, Project Muse, etc.). This initiative will require implementation funding.
- **Complete the retrospective cataloging and collection review of Government Documents.** This heavily-used collection is not completely cataloged and is now housed in compact shelving, thus

adding to the difficulty of using it effectively. We will complete cataloging and access work to make the collection more useful.

- **Develop digital collections for the Combating Terrorism Center.** This initiative will include digitization, metadata creation and hosting of their primary source material related to the War on Terror.
- **Implement a digital institutional repository.** This system will allow us to store, describe, and deliver digital objects with appropriate metadata and version control. This will allow us to expand services to academic support areas and deepen service to faculty and centers who have existing collections of digital and digitally-capable content.
- **Develop an operations dashboard of key metrics.** This will allow greater awareness of critical data to allow better decision-making and assessment of current services. It will include more transparent budget and resource reporting.
- **Implement a standing workflow for collection inventory.** We will implement a plan to complete a full collection inventory every three years, which will include departmental and remote library locations.
- **Reconsider gift workflows and develop a full gift policy.** We will harmonize our gift acquisitions with collection development priorities while improving donor relationships through clearer policies and procedures.

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

- **Consider the arrangement of services and resources on the 2nd floor of Jefferson Hall.** We will examine how the wide range of services and resources on the second floor of Jefferson Hall are arranged and offered to maximize user benefit and to expand opportunities for collection and resource engagement.
- **Develop a plan to secure library resources in Jefferson Hall.** We would like to be able to secure the upper floors of the library from use while maintaining access to the first floor. We would also like better collection security when using the elevators. This project will include reviews of CAC reader access, proximity card access, video cameras, RFID system, and the building security system.
- **Reconsider office assignments within Jefferson Hall.** We will review current spaces assigned for staff work areas and work to improve how this space is designed and assigned to build cross-functional work teams.

- **Repair or replace our gate counter.** We need a functioning and reliable system to measure building use. Our current system is unreliable. We will repair or replace it.
- **Expand mobile infrastructure within Jefferson Hall.** We require broad availability of technology supporting mobile devices and tools within Jefferson Hall and will work with IETD/G6 to build out capability in this area.

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

- **Develop communication channels to share news and information related to library services and resources.** We will develop a regular process to capture useful and relevant information regarding services, resources and events within the library to be shared through a variety of media including our blog, social media, digital signage, newsletter, rotunda announcement board, and the Dean's Significant Activities report.
- **Host an annual event honoring West Point authors.** This will celebrate employees who published material in the preceding year. We will work to collaborate with other departments and directorates to sponsor this event.
- **Develop needs statements for AOG fundraising.** We will work with DAA/AOG to identify a range of needs statements for donor consideration of library support.
- **Develop the United States Philosophical Society as an affiliated organization.** The USMPS will help provide a stronger and deeper connection to the Army in helping to align our resources with the needs of the Department of Defense. This may also help provide alternative funding/support streams for academic information support and could help position the library more closely to the center of academic inquiry at West Point.

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

- **Develop a permanent exhibit on the history of libraries at West Point.** We will prepare an historical overview of libraries at West Point, beginning with the first library in 1775 up until the present. The exhibit will be designed for permanent display in Jefferson Hall and also include an interactive online component.
- **Develop a self-guided library tour.** Visitors should be able to move through the building and use interpretative markers to learn more about the library collections and our services. We will also

include appropriate historical information corresponding to the portion of the Academy visible from the terrace.

- **Commemorate the 200th anniversary of the date the first West Point graduate died in battle.** Ensign George Ronan died in the Fort Dearborn Massacre on August 15th, 1812; eyewitness accounts of this event show that he fought bravely. We will prepare an online resource marking this milestone.
- **Consider collecting fees for service where appropriate.** We will examine possibilities to recover some fees for service in order to support and maintain primary core mission priorities.
- **Expand the online documentation of the USMA Class Ring Collection.** We will add biographical sketches and other related materials describing the individual graduates with rings displayed in the USMA Library Class Ring Collection.

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

- **Develop a more comprehensive new employee orientation process.** We will collect documentation, policies, procedures, and other background information on the library in a single package to be provided to new employees. This will be in addition to our series of orientation meetings.
- **Create a library in/out calendar.** We will build this in SharePoint to have a central place to collect staff presence/accountability information staff for better awareness.
- **Create a professional development series for staff.** We will prepare a series of professional development events for library staff to expand awareness and skills of current trends in libraries and technology.

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

- **Implement ConnectNY ebook initiative.** We will implement and expand our consortial ebook initiative through ConnectNY to broaden our collections. We will also work with our partners to engage publishers to support better pricing models for library and academic use of electronic resources.



Program Review 2011-2013

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FY2012 Appropriated Funds Allocation for Library Materials	
Major Contracts for Library Content and Systems	\$1,810,000
Minor Contracts for Library Content and Supplies	\$120,000
Professional Development, Facility Support, Miscellaneous	\$28,000
TOTAL	\$1,958,000

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