United States Military Academy Library

2012-2014 Program Review

Living in Uncertain Times

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

"The only way to make sense out of change is to plunge into it, move with it, and join the dance." — Alan Watts

Changes are everywhere. The U.S. Army is undergoing a substantial and fundamental force reduction as we transition away from two long and active wars. The business model of higher education is under direct assault from Massive Open Online Courses offering everyone access to education via the Internet. Funding for all government agencies is unreliable and subject to drastic and arbitrary cuts without consideration of strategic impact. Libraries are stumbling through a transition to digital content largely at the mercy of publishing and business interests that do not necessarily have our survival as a priority. Privacy increasingly feels like an afterthought. The rate at which new technologies are adopted is rising sharply. That which does not deliver value now wilts and quickly is discarded for the next.

This rapid state of change is our new normal. We find ourselves in the vortex of all of the changes listed above ... the military, government, higher education, and libraries are all undergoing rapid and

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> "When winds blow and the environment changes, the rigid and resistant suffer the most damage. Trees that are healthy and vigorous, regardless of age, can move and respond and adapt to what goes on around them. Once they become brittle and lifeless, they will snap and fall easily in even the lightest wind."

fundamental reshaping. None of these things will look the same as they did.

The most challenging aspect of this change is the uncertainty. We simply do not know what the future will hold. This year the threat and implementation of sequestration has brought this to a new level for all of us. We have seen sharp cuts to resource budgets, severe changes in services, and planned furloughs for staff.

When winds blow and the environment changes, the rigid and resistant suffer the most damage. Trees that are healthy and vigorous, regardless of age, can move and respond and adapt to what goes on around them. Once they become brittle and lifeless, they will snap and fall easily in even the lightest wind. Engineers know that they must allow for expansion and contraction from environmental conditions in their designs. If they do not, their creations will degrade much more quickly.

As a library, we can continue to grow to be more adaptable and flexible. Indeed, we cannot live and grow without changing. The particular challenges of the past year where we saw double-digit reductions in our resource budget, suspension of services, and potential furloughs can help condition us for the future, if we let them.

We can use this opportunity to press even more deeply into partnership with our faculty and cadets, developing a deeper awareness of the richness and depth in service and resource that the library provides. We will grow stronger as they expand and improve their view of the role the library plays in their scholarship and learning.

We can push to better understand and measure the value and use of our services and resources so that we can make positive, strategic choices about what to provide to our users. We can no longer afford to maintain services or resources that are lightly used or tangential to our core mission. This will help us better meet the actual needs of our users.

We will seek to employ more flexible acquisition tools for resources that will enable us to stabilize and preserve funding to the extent that we can. We must continue to press for purchasing agreements for content over lease of content to ensure availability through winds of change.

As an organization, we can work toward much greater cross-training and redundancy in skill and workflow to help us weather erratic hiring seasons. This will help us all continue to grow in knowledge and awareness of our work and mission and make us more resilient to damage as a result of conditions beyond our control.

Perhaps most important is that we push forward proactively as a library and a profession to define and create the future we want to see. The state of flux that we find ourselves in is a tremendous opportunity to build, grow, learn, and be even stronger than we have been before. But only if we bend and adapt and "join the dance."

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.
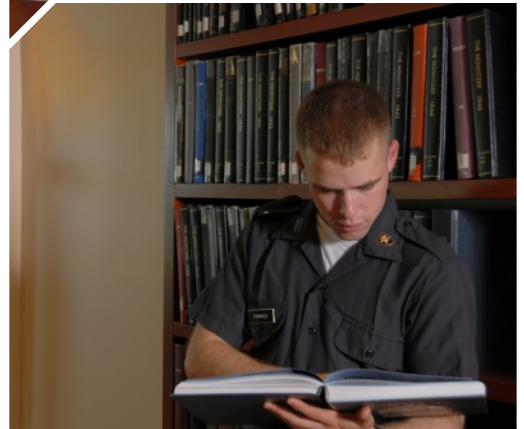
USMA Library Mission

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.

2012-13 Program Notes and Review

During the 2012-13 academic year, our Access Services team manned the circulation service desk on average 103 hours per week, **circulated over 44,000 books**, almost 12,000 DVD and Audio visual materials, checked out over 5,200 study room keys and Ethernet cables.

Our **interlibrary loan department borrowed 1,101 books** and articles for our patrons and filled 1,136 requests for books and articles to patrons of other libraries. ConnectNY partner institutions supplied us with 1,106 books for our patrons and we loaned 1,877 books to other ConnectNY institutions.

Access Services staff assembled **"Banned Books" and "Haunted Hudson Valley" displays** that were well received by our patrons.

The **most popular DVD** was *The Last of the Mohicans* with 155 check outs followed by *Munich* and *The Patriot* both having 138 checkouts each. The most popular book was, *The Balance of Power: stability in international system*s, by Emerson M.S. Niou, Peter C. Ordeshook and Gregory F. Rose, having 118 total checkouts. Next in popularity were, *Battle for Panama: inside Operation Just Cause,* by Edward M. Flanagan, Jr., checked out 92 times and, *Panama: the whole story,* by Kevin Buckley.

Most popular recreational reading room book was, *Horse Soldiers: the extraordinary story of a band of U.S.*

soldiers who rode to victory in Afghanistan, by Doug Stanton.

During the academic year 2012-2013, Access Services answered over **1,500 directional questions**, almost 1,000 simple reference questions, and renewed 34,439 items for our patrons.

1,165,410
bibliographic records in our library catalog

Work has begun in earnest to implement **RDA** (Resource Description and Access), a new international cataloging code for bibliographic and authority records. Beginning in March, the library began receiving updated authority and bibliographic records. While much of the updating can be automated, much of the work will be manual and will continue into the coming years. The USMA Library catalog contains 629,178 authority records (which control uniform subject and name access points to materials) and 1,165,410 bibliographic records (which describe the materials in our collection).

3,521 (4.3%) of the 81,733 titles in our **Ebrary collection of online books** were viewed during 2012-13.

In support of the embedded library liaison program, our Systems team **deployed tablet computers** and provided extensive training on mobile software and tools. The technology at the reference desk was also redeployed to allow embedded librarians to move between office, department, and reference desk with ease.

Our Systems team coordinated Jefferson Hall's **transition from a VoIP phone system** to the NEC supported Avaya digital telephone system. Systems staff also authored a user guide and provided staff training on the new equipment.

New self checkout stations were deployed for the second floor of Jefferson Hall while all software supporting our RFID equipment was updated.

Our Systems team completed an **inventory clean up** including the turn-in of more than 100 pieces of decommissioned equipment.

Three **new HP printers** were installed on the second floor of Jefferson Hall to provide a more reliable printing experience for cadets.

The USMA Library welcomed **Ms. Melinda Mosley** as Administrative

Services Librarian, and said farewell to **Ms. Wendy Swik**, Reference Librarian, and Ms. **Debbie McKeon-Pogue**, Library Technician during the 2012-13 academic year.

Jefferson Hall Library and Learning Center **hosted a series of prominent events** for the Academy including the Senior Conference, Senior Leadership Seminar, Board of Visitors meetings, the McDonald Leadership Conference, and SCUSA. In all more than 80 significant Academy events were held in Jefferson Hall.

New library policies were established for internships, employee tours of duty, external reference and research support, and gifts and donations.

The library added an **electric GEM car** to our "collection" this year to facilitate transfer of materials across our multiple facilities.

A public **library blog** was launched in beta which will be made official in summer 2013 for better public communication. Library teams contributed content to our internal blog over the course of the year which will be republished to our new public blog.

More than 1,850 **room reservations** were processed to support public and private events within Jefferson Hall.

USMA librarians answered more than 2,000 **reference queries** from cadets, faculty, staff, alumni, and the general public. We also supported more than 130 classes, skills clinics, orientations and tours.

During AY2012-13 the **Special Collections and Archives reading room** was visited by 67 groups for classes, tours, and orientations. In all 970 individuals experienced the library's historical collections through one of these group events.

102.5

hours per week of service to cadets, faculty, and staff

During the academic year, 641 **individual research patrons** used the Special Collections and Archives reading rooms to access the library's historical collections. More than 200 of these were visiting researchers, who often spent several days conducting their research.

In addition to the many reading room patrons, the Special Collections and Archives Division answered 1639 **inquiries by phone, e-mail and letter** during AY2013; the number was more than 1800 for the full calendar year.

The Special Collections and Archives Staff provided a series of **historically themed exhibits** in the Jefferson Hall rotunda. In addition to recurring themes of graduation, reunion and summer training, special exhibits were produced commemorating H. Norman Schwarzkopf (USMA 1956) and the history of exhibition games by professional baseball franchises at West Point.

The library's permanent **class ring collection** saw the addition of three rings during the year. Added in 2012-2013 were the rings of LTC Karin Gventer Tackaberry (1994), CPT Rebecca Ann Jarabek (2000), 1LT Todd Lambka (2010).

During 2012-2013, the Special Collections and Archives Staff spent considerable time **preparing to relocate** its extensive collections to renovated space in Bartlett Hall North (the former library building). Major initiatives included working on contracting requirements for new compact shelving ranges, modified security, and the upcoming move of collections in summer 2013. Changed storage conditions in the new facility required extensive processing and re-processing of collections by division staff.

National Archives personnel visited in March and expressed satisfaction with the new facility.

2012-13 By the Numbers

Top Online Journals # of Views	
Foreign Affairs	4,844
Science	4,270
International Security	3,472
American Political Science Review	3,155
International Organization	2,426
New York Times	2,179
Journal of Military History	2,122
Annals of the American Academy of Political and Social Science	2,073
Journal of Conflict Resolution	1,957
Political Psychology	1,683
World Politics	1,646
Foreign Policy	1,623

26,338
visits to our library research LibGuides

USMA Library Reference and Research Services — 2012-13

— Reference Inquiries   — Special Collections & Archives Inquiries   — Special Collections & Archives Reading Room Visits
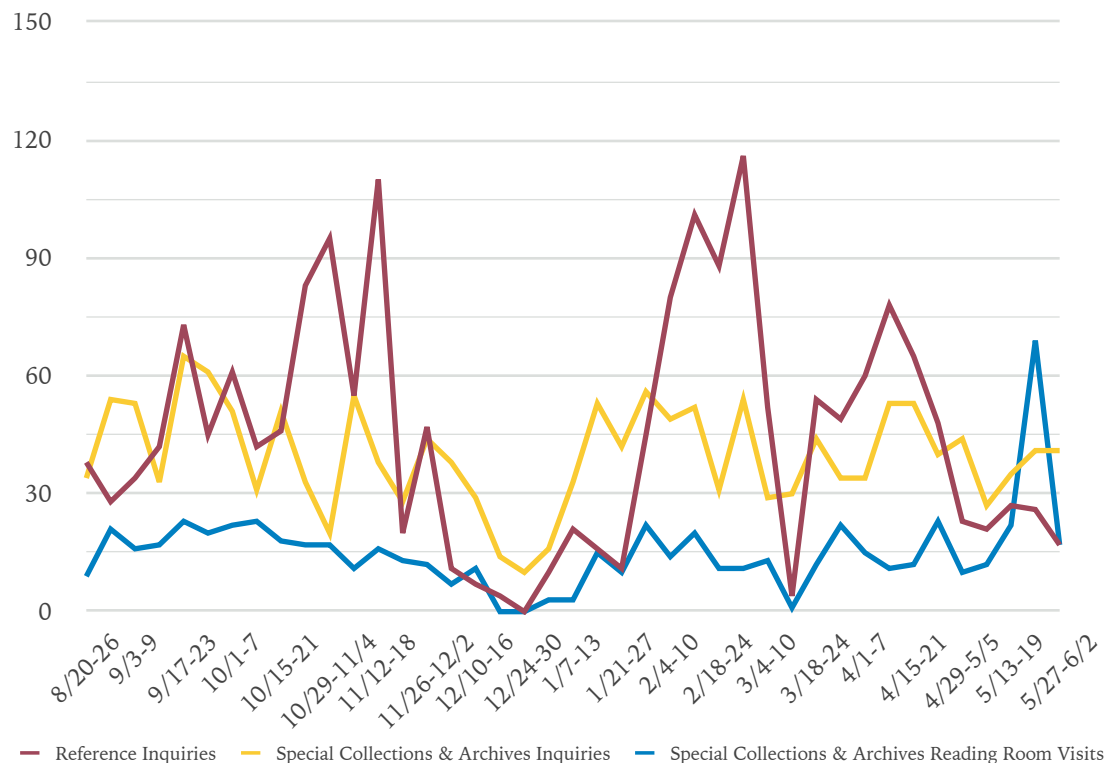
LIBRARY INSTRUCTION	Library	Special Collections & Archives	Total
Number of Sessions	115	67	182
Cadets Instructed	1,991	970	2,959

New Materials Added

Books 6,450
Government Documents 2,700
Other 1,515
Digital Items 41,408
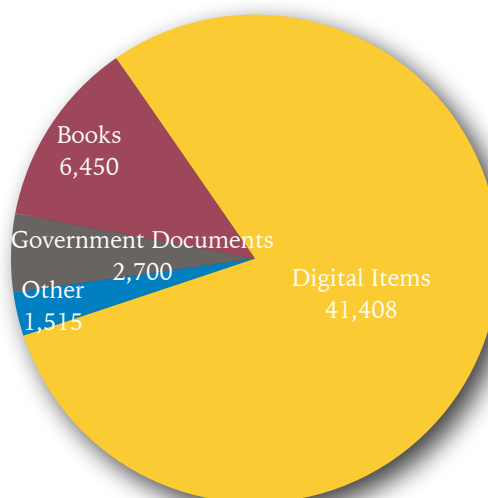
Total Research Inquiries: 4,107

Reference Inquiries 1,853
SC&A Reading Room Visits 641
Special Collections & Archives Inquiries 1,639
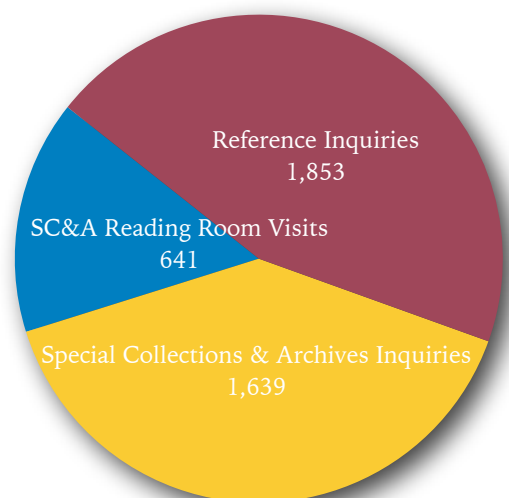
80 significant Academy events hosted in Jefferson Hall

406,493 pages printed (August-January)

289,589 visitors to Jefferson Hall

118,447 visits to all Library web properties

USMA Library Use — 2012-13

Legend: Circulated Items — Building Visitors — Website Visits
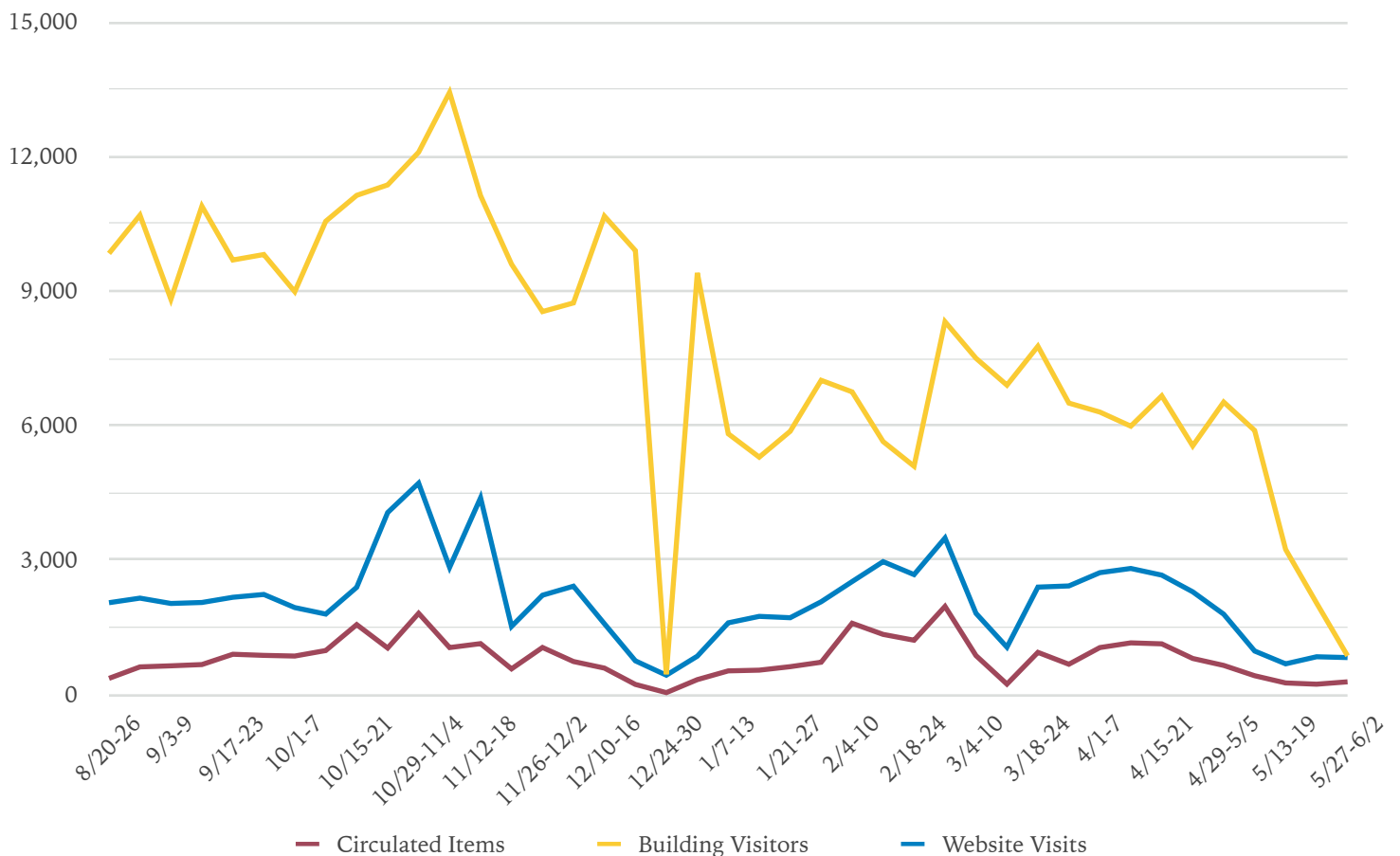
A Look Back: 2012-2013 Objectives and Initiatives

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.** Evening sessions for cadets were held in both the fall and spring semesters with mixed results. The more successful initiatives involved coordination with course directors of International Relations and American Politics in D/SOC and Military Art in D/HIS. Attendance and value were directly tied to course integration. An SOP for coordinating these in the future has been developed and we will be expanding these offerings through partnerships with academic departments. **Complete and Ongoing.**

- **Review our deployment of course and research guides in LibGuides.** We have adopted a philosophy that treats LibGuides as supplemental teaching tools for core and discipline-specific courses, with skill guides created as needed. To that end, we have created a checklist of LibGuide standards that all liaisons will consult when creating a LibGuide, and established a standard "home page" for every LibGuide, to make the user experience more consistent while allowing for variation in the balance of the Guide to address specific Department and Course needs. **Complete.**

- **Redesign and migrate the public and research website.** A team has developed a new website within the USMA web contact management system SharePoint that was launched in June 2013. Additional work will continue to harmonize design on affiliated sites. **Complete and Ongoing.**

- **Give a library in-brief for new cadets.** The Library was given sessions with new cadets in July 2012 to provide a basic overview and introduction to the library. Each session had good engagement with cadets, though we know retention of information is problematic for basic training activities. **Complete and Ongoing.**

- **Deploy a program to provide embedded library liaison services in academic departments.** Several liaisons have established regular hours within their departments. Liaisons have also teamed with their faculty to provide library instruction to support departmental coursework. With the completion of academic support statements, we anticipate a greater demand for library liaison support. **Begun and Ongoing.**

- **Develop academic support statements for departments.** Twelve of fifteen departmental academic support statements were written during the year, with the remaining statements scheduled to be completed soon. These will be annually reviewed between the liaison and departmental faculty and continually adjusted to meet changing requirements. **Begun and Ongoing.**

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

- **Implement a discovery service.** A list of requirements for discovery service was created and providers were researched, evaluated, and brought on-site for product demonstrations to the library staff. The EBSCO Discovery Service (EDS) was selected as the best product meeting the USMA library's needs and service has been established using a FEDLINK contract option. Implementation will begin in June. **Complete and Ongoing.**

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- **Complete the retrospective cataloging and collection review of Government Documents.** The most notable progress in this area was the completion of cataloging for the large and useful series of Area Handbooks. The variety of approaches to handling Federal documents over time and their cumbersome housing on compact shelving combine to make this work both painstaking and slow. This will be an ongoing activity over the next few years. **Begun and Ongoing.**

- **Develop digital collections for the Combating Terrorism Center.** Because we have not moved forward to select an institutional repository system, significant action on this item was not completed during this academic year. **Deferred.**

- **Implement a digital institutional repository.** As a first step toward the implementation of a digital institutional repository, the current CONTENTdm software was upgraded to its most recent release and redundant server configurations were eliminated. The new software was tested and new collections were successfully established in the new server environment. Evaluation of CONTENTdm and other products for suitability as digital institutional repositories can now move forward. **Begun and Ongoing.**

- **Develop an operations dashboard of key metrics.** Regular statistics on a number of library operations were regularly collected this year and reported out each week through the Week in Review. We will work in the coming year to develop a better dashboard and more automatic processing tools. **Begun and Ongoing.**

- **Implement a standing workflow for collection inventory.** Progress was largely deferred pending resolution of various technical issues with the RFID equipment and related software. A manual inventory of the Department of History library was completed. This evolution consumed roughly four weeks worth of labor and an inordinate amount of paper and will not be repeated. Materials Processing is currently working with Access Services to develop a procedure using Millennium with the tablet computers in the stacks to make the required updates more directly. **Ongoing and Deferred.**

- **Reconsider gift workflows and develop a full gift policy.** A new gift policy and standard operating procedure was developed and implemented in summer 2013. **Complete.**

- **Plan and prepare to redistribute Special Collections, Archives, and other materials across our facilities.** This objective emerged during the year as the decision was made to occupy our new Special Collections and Archives space in Bartlett Hall North in summer 2013. Collections will be transferred across our three facilities (Jefferson Hall, Bartlett Hall North, and Library Annex). **Begun and Ongoing.**

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

- **Develop a plan to secure library resources in Jefferson Hall.** Some repairs were made to the proximity access control database but many issues remained unresolved. Initial planning for activation of the CAC access system began in the spring. Significant progress toward this objective was not achieved this year. **Deferred.**

- **Reconsider office assignments within Jefferson Hall.** Offices were reassigned on the first floor of Jefferson Hall to better accommodate library administrative staff and staff from the Institute for Innovation and Development. A more permanent long-range plan for space allocation within Jefferson Hall is still required. **Complete and Ongoing.**

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

Local Value Maximization

Embedded Services

Ethical Information Use

Flexible and Broad Skillsets

Constituent Relationships

Staffing Levels

User Skill Set Diversity

Service and Business Model Disruptions

Change

Increasing Imminence and Focus →

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.

Digital Media Skills and Systems

Cloud Computing

Metrics and Assessment

Redundancy and Availability

Ubiquitous Wireless Networks

Mobile Devices

Open Source, Cloud-Based Enterprise Systems

INFORMATION SYSTEMS

United States Military Academy Library - 2013-2014

INFORMATION RESOURCES

General **physical research collections will shrink** over time and will focus on areas of local specialization and need. Use of physical collections will be reduced and space devoted to them will be transformed into collaborative learning environments.

Digitization of **unique local collections** will continue. Libraries will market local collections and will adjust operations to support these materials as general services are increasingly available via wide-area, network-based services.

Collaborative partnerships for acquisition, management, and disposition of academic information resources will rise in priority and importance.

Scholarship will move over time to **open access publishing models**. Libraries will support faculty in this transition and adjust acquisitions appropriately.

Collection development activities will migrate from "just-in-case" to "**just-in-time**" with expansion of patron-driven acquisition models and print-on-demand capabilities.

The focus of library and archives curation and collection will focus on **digital content management** and local unique materials.

The Internet will be the primary method of delivery for **multimedia**.

Cost increases for academic information resources will continue to outpace inflation and the consumer price index.

Monograph acquisitions will migrate to a primarily **digital workflow** through publisher and third-party bundles of content.

Large **bundled digital collections** (of monographs and serials alike) will form the backbone of academic research collections and be the primary vehicle for acquisition.

Nodes (Information Resources)
- Reduced Physical Collections
- Unique Local Collections
- Collaborative Partnerships
- Open Access Scholarly Communication
- Just-in-Time
- Budget
- Digital Content Management
- Multimedia Content
- eBooks and eReaders
- Bundled Digital Collections

← Increasing Imminence and Focus

INFORMATION SERVICES

Libraries will continue to play the role of **community hub** where users may engage with information and with each other.

Libraries will deploy **discovery platforms and services** to aggregate local and wide-area resources for research.

Integration of **information fluency** training and assessment within the curriculum will be the centerpiece of academic research services offered by libraries.

Libraries will maintain and develop **active programs for user interaction** in support of their local communities.

It will be a priority to cultivate and maintain **quality communication channels** with constituents.

The library will **expand partnerships with centers of inquiry** to provide knowledge and resource support.

Services that do not deliver **active value** to the host institution will be retired. This will increasingly challenge assumptions about the services libraries deliver and how they deliver them.

Library services will be available at the **time and point of need** virtually. Ongoing digitization of resources will expand the base of materials available for virtual, location-independent delivery.

Processes will improve to easily publish and maintain **locally created content** (text, audio, video) in digital libraries and institutional repositories. Libraries will play a broader role across their host institutions in managing knowledge and information and maximizing value of information.

Nodes (Information Services)
- Discovery Tools and Services
- Engaging Physical Spaces
- Information Fluency
- Communication and Marketing
- Active Community Engagement
- Values-Based Outcomes
- Integration with Research Agenda
- Location Independence
- Locally-Created Content

Christopher Barth - 21 April 2012

- **Consider the arrangement of services and resources on the 2nd floor of Jefferson Hall.** A cross-divisional team worked to prepare three possible courses of action for redesigning the main service floor of the library in order to provide better collaboration across service desks, move less frequently used materials, and prepare a space for collection engagement and exhibits. Following identification of the best plan, implementation work is beginning and will be staged over the 2013-14 academic year. **Complete and Ongoing.**

- **Repair or replace our gate counter.** Our existing gate counter was examined and repaired, though it has continued to be problematic at times. A more permanent solution will likely be required. **Ongoing.**

- **Expand mobile infrastructure within Jefferson Hall.** A courtesy commercial wireless network has been successfully deployed in select locations of Jefferson Hall. Policies and procedures were developed ensuring a secure and flexible system that will support the library mission while also increasing and improving the mobile infrastructure within the building. Additional tablet computers have been deployed to all divisions to utilize the existing DREN wireless and provide more mobile work functionality. **Complete and Ongoing.**

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.** The Week in Review continued publication and regular blog postings were contributed from divisions across the library. A new Wordpress blog was started and beginning in summer 2013 will carry news cross-posted to social media sites. Additional expansion of this initiative will continue in 2013-14. **Begun and Ongoing.**

- **Host an annual event honoring West Point authors.** This event was postponed due to budget constraints brought about by sequestration. **Deferred.**

- **Develop needs statements for AOG fundraising.** West Point launched the public phase of a new capital campaign this year. Additional proposals for fundraising are not being accepted at this time. **Deferred.**

- **Develop the United States Philosophical Society as an affiliated organization.** Work on this objective was tabled for the year due to an Academy pause to any new centers being formed, in part due to budget constraints brought about by sequestration. **Deferred.**

- **Complete a planned gift by Dr. & Mrs. Stephen and Lucy Draper.** Endowed funds as well as collections on natural resources and the law and the history of women at West Point were donated. **Complete.**

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.** Due to shifting priorities within Special Collections and Archives related to the move of the collections in summer 2013, this objective was postponed to 2013-14 when access to materials required for completion should be significantly improved. **Deferred.**

- **Develop a self-guided library tour.** A self-guided library tour was developed focusing on mobile devices and QR (quick-response) bar codes. Library staff provided materials and research on select items within the library of interest to guests and visitors and a mobile enhanced site is located at www.usmalibrary.org/tour. A brochure was created for non-mobile users and placards were designed for each stop of the tour. **Complete.**

- **Commemorate the 200th anniversary of the date the first West Point graduate died in battle.** After consideration, this project was re-imagined as a blog article authored by Manuscripts Curator Susan Lintelmann and published late in 2012. **Complete.**

- **Consider collecting fees for service where appropriate.** This objective has been carried over into 2013-14. While originally conceived for Special Collections and Archives, we will consider fees for service across several library operations. **Deferred.**

- **Expand the online documentation of the USMA Class Ring Collection.** Significant progress on this initiative was delayed due to the new plans to move Special Collections and Archives during summer 2013. **Deferred.**

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

- **Develop a more comprehensive new employee orientation process.** A team prepared an initial review of materials required for new employee orientation that was provided to our new Administrative Services Librarian upon her arrival mid-year. She documented her process and we will continue to hone the materials used for this process. **Complete and Ongoing.**

- **Create a library in/out calendar.** A SharePoint solution was designed, tested, and deployed that would meet the library's needs including automatic workflows, notifications, and emails. **Complete.**

- **Create a professional development series for staff.** A series of professional development experiences were offered in the second half of the year and will be continued into the coming academic year. The freeze of funds to support professional development makes this initiative more challenging to accomplish, but also more important. **Complete and Ongoing.**

GOAL: The USMA Library collaborates and builds relationships with our peers locally, nationally, and internationally.
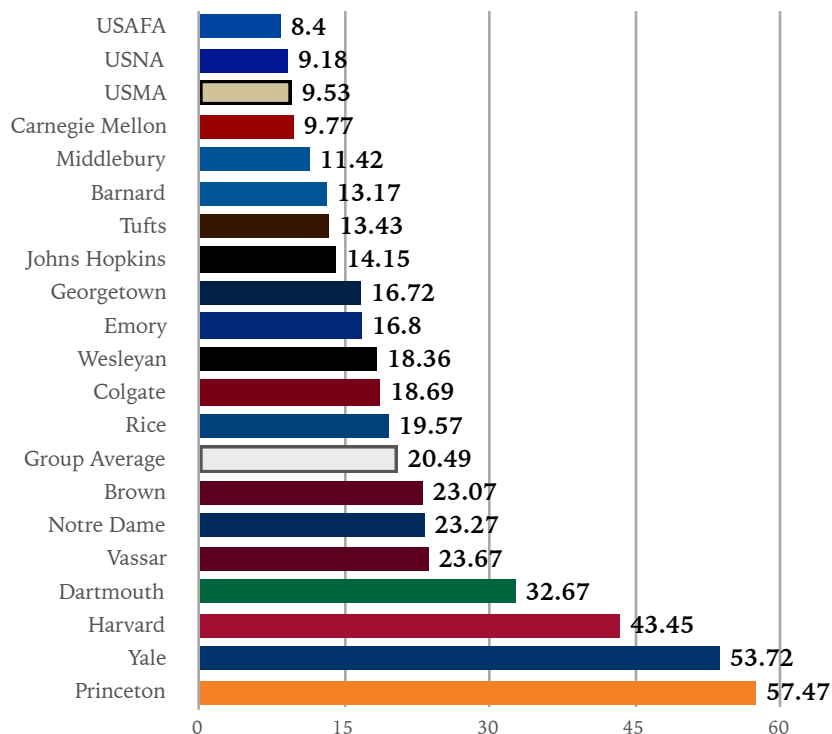
- **Implement ConnectNY ebook initiative.** This project exposes roughly 11,000 current and recent books from several academic publishers through records included in the Library's catalog. Titles are purchased for the ConnectNY consortium after being viewed a number of times by patrons among the consortium. 353 titles had been purchased as of 29 April 2013. **Complete and Ongoing.**

Best College Libraries

As ranked by 2013 Princeton Review

1. Harvard College
2. **U.S. Military Academy**
3. Columbia University
4. Stanford University
5. Emory University
6. Yale University
7. Hampden-Sydney College
8. University of Chicago
9. Princeton University
10. Middlebury College

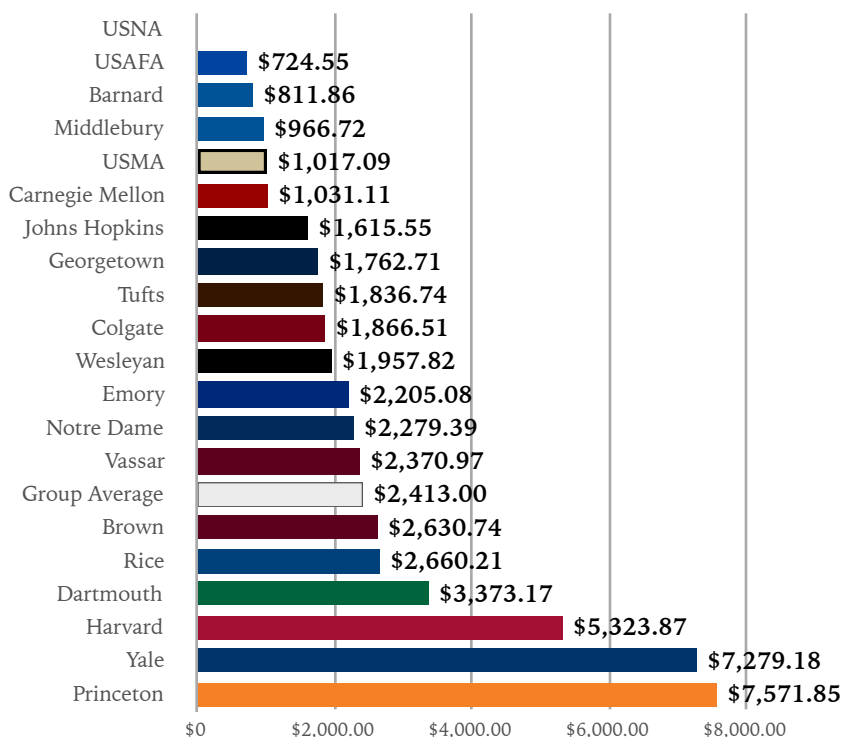### Library Staff per 1,000 Student FTE

Institution	Value
USAFA	8.4
USNA	9.18
USMA	9.53
Carnegie Mellon	9.77
Middlebury	11.42
Barnard	13.17
Tufts	13.43
Johns Hopkins	14.15
Georgetown	16.72
Emory	16.8
Wesleyan	18.36
Colgate	18.69
Rice	19.57
Group Average	20.49
Brown	23.07
Notre Dame	23.27
Vassar	23.67
Dartmouth	32.67
Harvard	43.45
Yale	53.72
Princeton	57.47

$229 & $2,622

average cost for chemistry/physics journal, 1984 & 2010

Dollars Spent per FTE Student on Library Support

Institution	Value
USNA	
USAFA	$724.55
Barnard	$811.86
Middlebury	$966.72
USMA	$1,017.09
Carnegie Mellon	$1,031.11
Johns Hopkins	$1,615.55
Georgetown	$1,762.71
Tufts	$1,836.74
Colgate	$1,866.51
Wesleyan	$1,957.82
Emory	$2,205.08
Notre Dame	$2,279.39
Vassar	$2,370.97
Group Average	$2,413.00
Brown	$2,630.74
Rice	$2,660.21
Dartmouth	$3,373.17
Harvard	$5,323.87
Yale	$7,279.18
Princeton	$7,571.85

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%

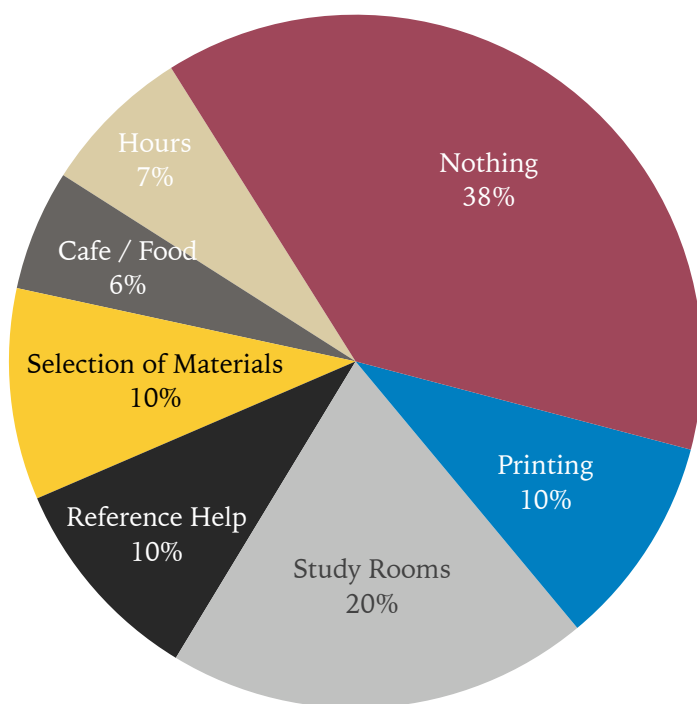* 2010 figure (2011 unavailable)
Source: Bowker Annual 2012

Cadet Views on Library Service

While out-processing, select Firsties were asked what they wished they could change about the library.

Pie chart:
- Nothing 38%
- Hours 7%
- Cafe / Food 6%
- Selection of Materials 10%
- Reference Help 10%
- Study Rooms 20%
- Printing 10%

4.5

Cadets rate the library on a scale of 1 (worst) to 5 (best)

66%

of cadets principally used digital materials

Internet Speed

Cadet Comment: Please increase the speed of the internet. It is really slow when a lot of people are there working on stuff.

The herculean task of providing bandwidth to the Academy falls to the Network Enterprise Center and the Information and Educational Technology Division of the Dean's Office. In summer 2013, bandwidth to West Point nearly doubled to provide much more capacity. Due to the increase in bandwidth-hungry applications such as streaming media, staying ahead of bandwidth needs is a challenge, though absolutely a goal for the Academy.

Quiet Study

Cadet Comment: Please designate "quiet floors" and "collaboration floors" to promote a good atmosphere for both. Sometimes there are not enough individual study cubicles for people who are studying alone.

The fifth floor is designated as a quiet study floor. We will look at improving the signs in that area to more clearly designate this. We also recognize the balance and importance of both quiet study spaces as well as collaborative areas where cadets can work together. We will seek to provide both kinds of study spaces within the library.

Library Exhibits

Cadet Comment: It would be great to have you showcase historical West Point documents (i.e., map of the West Point tunnels, Swift's memoirs, etc.)

We agree that finding a better way to have visitors to the library engage with unique and special materials in our collection would be a great improvement. We will be working to reconfigure some of the second floor of Jefferson Hall to accommodate a new collection engagement space. Look for it in early 2014 as we prepare to host a special traveling exhibit in coordination with the Center for Holocaust and Genocide Studies.

A Look Ahead: 2013-2014 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 a comprehensive guide to library services for new instructors.** While all liaison librarians have some experience with new instructor orientation, consistent and comprehensive information should be imparted to all new instructors. We will develop a core set of resources and procedures to be shared with all new instructors as a basis for stronger collaboration.

- **Harmonize and expand our research and tutorial guides in LibGuides.** We will work to harmonize our existing research guides according to our new strategy document and expand our tutorial and research guide offerings in support of the curriculum.

- **Reconsider how we provide research assistance to cadets, faculty and staff through reference and other services.** We will evaluate and design a comprehensive program to provide research assistance to cadets, faculty, and staff which will include a review of reference and liaison services.

- **Develop or acquire an information literacy baseline assessment instrument.** We will develop or acquire an online assessment instrument that will allow cadets and faculty to gain a basic evaluation of their information-based skills and capabilities. This tool can serve as a mechanism to promote library instruction and/or serve as a benchmarking tool for cadets at various stages of their academic career.

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

- **Implement a discovery service.** Discovery services are now considered the standard research interface for most academic libraries. After reviewing products and vendors, we will be ready in summer 2013 to implement a new service. We will work over the academic year to provide support to cadets, faculty, and staff on using this new system.

- **Research and implement a replacement system for inventory control and collection security.** Our current Bibliotheca RFID system has reached the end of its functional life. We will explore alternatives for inventory management/circulation of materials as well as collection security systems.

- **Implement revised processes for acquisitions, particularly for monographs and gifts.** We have developed and revised policies regarding gifts and continue to develop policies for budget management and acquisitions. We will apply these into our standard workflows.

- **Move and redistribute our collections between Jefferson Hall, Bartlett Hall North, and the Library Annex.** We will arrange for installation of new compact shelving in our permanent collections space in Bartlett Hall North and transfer materials therein from both the Library Annex and Jefferson Hall.

- **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.

- **Expand the universe of unique digital material available through our institutional repository.** We will add existing digitized content from Special Collections & Archives into our institutional repository and develop a forward-looking plan for additional digitization work. We will also pursue partnering with other organizations such as the Combating Terrorism Center to include their unique content.

- **Address cataloging issues for legacy collections.** We have a number of areas where access to materials can be improved, particularly those items relocating from the Library Annex. Target collections from all facilities include: the Early European Imprint Collection, historical government documents, periodicals, orientalia, LPs, and the remainder of the Sinnott collection.

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

- **Begin implementation of our plan to reorganize the second floor of Jefferson Hall.** We will move forward to relocate certain features and services of the second floor of Jefferson Hall per our plan. This will result in the ability to host an external exhibit in spring 2014.

- **Implement an online room reservation system and improve support for events.** Using SharePoint and existing DPOMs and LPOMs, we will develop an interactive system for facility room reservations and formalize staff policies and procedures to ensure smooth customer contact before, during and after events.

- **Establish better accountability of furnishings and equipment.** We will identify and inventory library furnishings and technology equipment using an automated system in order to improve tracking of items and aid in programming funds for maintenance, repair, and replacement.

- **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.

- **Implement a print management solution for public library print queues.** To promote better awareness and management of printing resources, we will deploy a management system to provide certain limits on printing for public queues.

- **Design a regular rotation of displays/exhibits on the second floor of Jefferson Hall.** We will expand previous initiatives in support of themed displays of library materials with a more comprehensive plan for rotating displays on our main service floor.

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

- **Begin a systematic review of manuscripts holdings.** This initiative will include inventorying, re-housing and rearranging our manuscripts into a single LC-based system for better accountability and usability.

- **Deploy regular communications strategy focusing on telling the story of the library and our collections.** We will regularly and consistently share 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.

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.

- **Install interpretative historical panels for the Class of 1975 Terrace.** We will complete the design and install a series of interpretative historical panels on the Class of 1975 Terrace to provide visitors with basic information regarding the history of the Plain.

- **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.

- **Review and migrate our existing SharePoint sites to the new SharePoint system.** Divisions will review their existing SharePoint presence and work towards migration of the useful content to the Academy's new SharePoint system.

- **Develop a system to provide and expand cross-training within and across library divisions.** Where appropriate, we will work to provide intentional cross-training opportunities to expand professional development opportunities for staff as well as build organizational resiliency for the future.

- **Redesign and diversify leadership opportunities through our staff meetings.** We will offer greater opportunity for divisional leadership of all staff meetings to expand knowledge and awareness of how our organization works and collaborates.

- **Develop a comprehensive budget planning and execution process for both appropriated and non-appropriated funds.** We will build an internal budget model for expenditures and continue/expand regular monthly budget briefings. We will develop written plans for use of non-appropriated gift funds and work to expand our use of these in support of our mission.

- **Document standard operating procedures for core library operations.** We will work to document and prepare SOPs for mission-related activities within all divisions of the library. This will allow us an opportunity to refine and streamline processes while maintaining consistency going forward.

- **Support 50% of library staff in external professional development activities.** Ongoing engagement with our profession is a high priority for staff. We will identify and support external development opportunities for at least 50% of our staff while continuing a series of in-house development opportunities for everyone.

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

- **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.

- **Complete a collection analysis in partnership with ConnectNY and other service academies.** We will arrange for a third-party collection analysis to be completed in support of initiatives to examine shared print archives among our consortial and service academy partners.

Program Review 2012-2014

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

FY2013 Appropriated Funds Allocation for Library Materials	
Major Contracts for Library Content and Systems	$1,549,000
Minor Contracts for Library Content and Supplies	$99,000
Professional Development, Facility Support, Miscellaneous	$21,000
TOTAL	**$1,669,000**