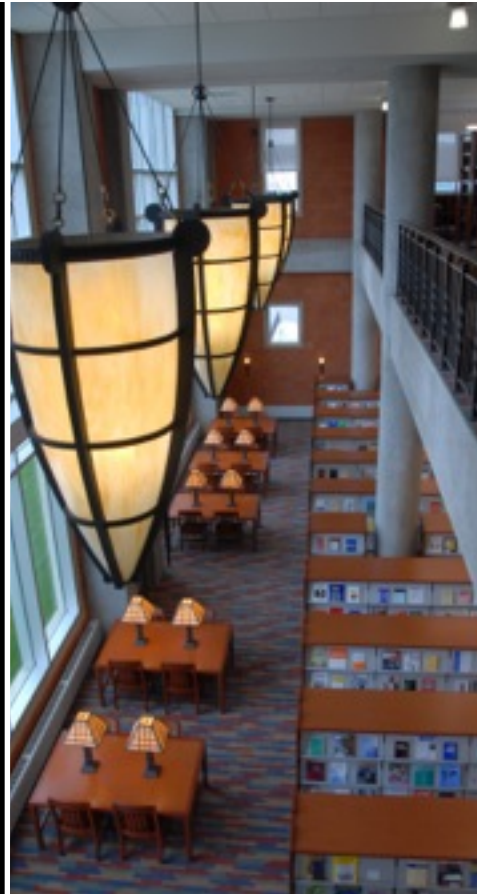




# United States Military Academy Library

2013-2015 Program Review



## User-Focused Service and Organizational Design

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

With the budget turbulence of the last several years in abeyance, we find ourselves with the opportunity to consider more deeply and fundamentally how we design our services and our organization in support of the academic mission at the U.S. Military Academy. Libraries have long served as an academic anchor, supporting research and study across the curriculum. Serious academic study could not be completed without the information resources held by the library. Times have changed.

Access to information has never been easier with the “wisdom” of the Internet in our pockets wherever we go. However, finding the right or the best information has never been more difficult as the volume of mediocre to poor resources increases exponentially every year. Libraries continue to have a rich opportunity to deliver outstanding resources to their communities in the same ways we always have. We have the tools and expertise to separate the wheat from the chaff to

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As information professionals, we need to exert our vision and understanding of our profession to help guide and lead our users toward the future we know is coming, not just the world of today. The best design evokes not just comfort in being able to work efficiently today, but also curiosity about the capability of tomorrow.

#### User-Focused Service and Organizational Design (cont.)

make research easier and more relevant. Our users, however, may not always see this as they settle for “good enough” resources while they do their work. We must ensure that the fundamental design of our services and organization itself convey the benefit and richness of an academic library.

Good design is incredibly difficult to achieve, which is why “the way we have always done it” is often the design choice for services or organizations. For service organizations like libraries, however, we cannot choose a traditional path for design. We must instead chart a new course toward a much deeper partnership with users. We must design services that meet their needs in ways that reinforce the value of quality information service and significantly improve their ability to do their work. We need to challenge long-held assumptions about the nature of information use and our own work. We need to have the vision and courage to innovate and reinvent both our services and our organizations themselves.

In early summer 2014, USMA Library staff began strategic conversations to explore these topics. We are seeking to understand more completely the changes happening both around us and beside us as we deliver academic information support to the Academy. We hope that these conversations will continue over the 2014-15 academic year and will begin to lead to some of our own innovation and invention.

As we do so, our North Star will be our users, not our tradition or how things used to be. We will seek to make sure that our design decisions reflect user needs — both the ones they perceive today and the ones we know they will have in the future (whether they themselves know they will have them or not). Designing to current user needs can be achieved relatively easily. Users can be asked what they want, and then services and support organizations designed to meet those needs. In fields of rapid change and development, however, users may not always know what they want (or what they should want). As information professionals, we need to exert our vision and understanding of our profession to help guide and lead our users toward the future we know is coming, not just the world of today. The best design evokes not just comfort in being able to work efficiently today, but also curiosity about the capability of tomorrow.

Pre-requisites for these conversations are the development of a degree of comfort with change and a willingness to stand up as professionals to make our own future rather than have one of someone else’s design thrust upon us. I look forward to moving into the future with the talented team at the USMA Library in the coming year.

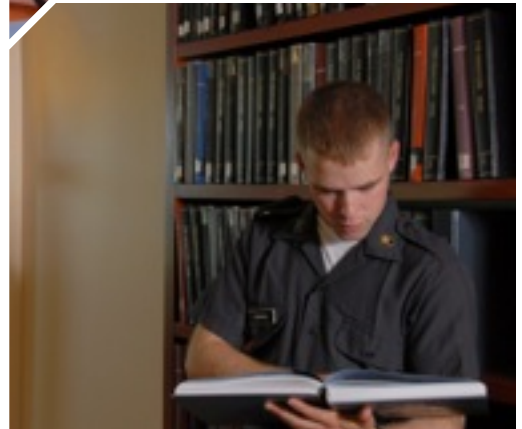
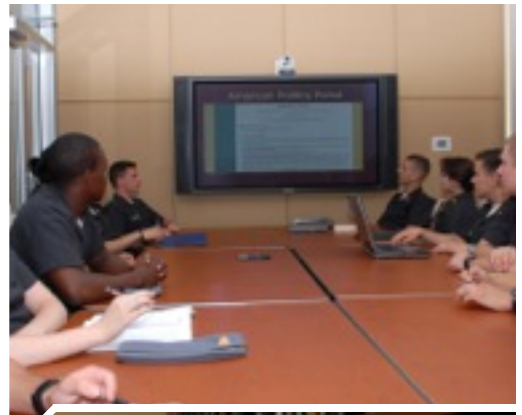
# Our Vision

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. *(Supports the Office of the Dean strategic goal #1 - Cadet Excellence)*
- Acquires 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 and study. *(Supports the Office of the Dean strategic goal #6 - Effective Operations and Infrastructure)*
- Advances the **role of scholarship and research** within the Academy and the Army. *(Supports the Office of the Dean strategic goal #5 - Innovative and Responsive Intellectual Capital)*
- Shares the story and **history of West Point** and the Academy with the world.
- Develops and **grows leaders** in academic information service. *(Supports Office of the Dean strategic goal #3 - Faculty and Staff Excellence and #4 - Professional and Collegial Environment)*
- Collaborates and **builds relationships with our peers** locally, nationally, and internationally. *(Supports the Office of the Dean strategic goal #2 - Excellence in Education and Enrichment Opportunities)*



## 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.



## 2013-14 Program Notes and Review

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Our Access Services team staffed the circulation desk on average 103 hours per week and **circulated 27,264 books** (with 22,259 renewals), 7,111 multimedia materials, and 5,280 study room keys.

The USMA community **borrowed 1,380 books from other libraries** (679 from our ConnectNY consortium and 701 from other libraries). Our patrons also received 949 articles from other libraries via interlibrary loan.

Other libraries **borrowed 1,616 books from our circulating collection** (824 to other ConnectNY libraries and 792 to other libraries worldwide). We also provided 297 articles to other libraries via interlibrary loan.

Access Services staff **shifted more than 225,520 books** to accommodate the integration of the majority of our reference collection into the general circulating collection.

Access Services staff answered over **910 directional questions and 979 simple reference questions**.

The **most popular new book** this past year was, *My Share of the Task: A Memoir*, by General Stanley McChrystal, a 1976 USMA graduate. The most popular new DVD was *Olympus Has Fallen*.

We **implemented a new discovery service called Scout** to allow easier access to the full range of resources available through the USMA Library.

We made a substantial **reduction to the amount of print government documents received from the federal depository program**, completed shifting the existing print collection to allow proper access, began a more comprehensive review of the contents, and made retrospective cataloging of the survivors a primary task for one of our catalogers.

**294,265**  
*pages printed on  
public printer queues*

We **conducted a collection analysis** in partnership with ConnectNY and other service academies. This project was performed by an outside contractor and yielded an item-level report on the circulating collection. We've provided our data for a similar project at FEDLINK among a variety of Federal libraries.

The **relocation of our annex periodicals collection to Jefferson Hall** has allowed them to be reviewed and retained or removed as appropriate.

An initial **iPad deployment was conducted** for library staff and training provided on using the devices.

Our **internal SharePoint intranet website was upgraded** to a new version of the software. This included review of content and redesign of some portions of the site.

We welcomed **Ms. Lauren Hall, Access Services Librarian, Mr. Gus Keilers, Digital Projects & Metadata Librarian, Mr. Tom Lynch, Reference Librarian, Mr. Jesse Quinones, Supply Technician, Ms. Tamara Sloan, Library Technician, and Ms. Manja Yirka, Continuing Resources Librarian** to the library staff, while saying farewell to **Mr. Alan Aimone, Ms. Christine Bassett, Mr. Pradeep Bhagwandeem, Mr. Larry Byrne, Mr. Justin Kovalcik, Ms. Linda Larsen, and Mr. Paul Nergelovic**.

A **new flexible use space** was created on the main service floor of the library to accommodate exhibits, study, and engagement with library materials and services. In the spring, this space was host to a traveling exhibit *Fighting the Fires of Hate* from the U.S. Holocaust Memorial Museum in Washington, D.C. This exhibit was made possible through cooperation with the Center for Holocaust and Genocide Studies.

A **new print management system was deployed** to encourage conservation of resources for cadets. This system has resulted in significant reductions in waste and materials used.

We received 492 gifts of a wide variety of materials to expand our collections. This year marked the implementation of a new gift processing and accountability procedure as well.

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 94 significant Academy events were held in Jefferson Hall and there were 1,749 individual advance reservations for use of facilities.

The library website continued to see growth and redesign of several sites over the first half of the year under the direction of the Communications Team, which worked toward a more regular blog and social media program.

USMA librarians answered 2,006 reference queries from cadets, faculty, staff, alumni, and the general public. We also supported more than 109 classes, orientations and tours.

Resources from the Special Collections and Archives were presented to 61 groups in classes, tours, and orientations. In all, 1,142 individuals experienced the library's historical collections through one of these group events.

The Special Collections and Archives Division answered 1,522 inquiries by phone, e-mail, and letter while

hosting 428 individual research patrons in the Special Collections and Archives Reading Room to use the library's historical collections. More than 150 of these patrons were visiting researchers who often spent several days conducting their research.

The library's permanent class ring display received the ring of BG John S.D. Eisenhower (USMA 1944), where it joined the ring of his father, General of the Army Dwight D. Eisenhower (USMA 1915). The 1944 ring was donated by the widow of BG Eisenhower.

84.5%  
of new materials  
added to the library  
were digital

The agreement for the **Stephen E. Draper (USMA 1964) Endowment for Historical Research** was signed on 24 May 2013, at the end of the last academic year. On 1 October 2013 a plaque commemorating the Draper endowment was installed in the West Point Room of Bartlett Hall North, which will serve as the research room and teaching hub for Special Collections and Archives when the Bartlett Hall renovation is completed in January 2016. We have continued

to work with the Drapers during this year on the acquisition of the two associated gift-in-kind collections: **The Stephen E. Draper Collection on Water Resources and National Security and the Lucy H. Draper Collection on Women at the United States Military Academy.**

All Special Collections & Archives materials were relocated into the Central Area and their new permanent home in Bartlett Hall North. The move project also included the arrival of additional general collection materials into Jefferson Hall with significant shuffling among the three facilities.

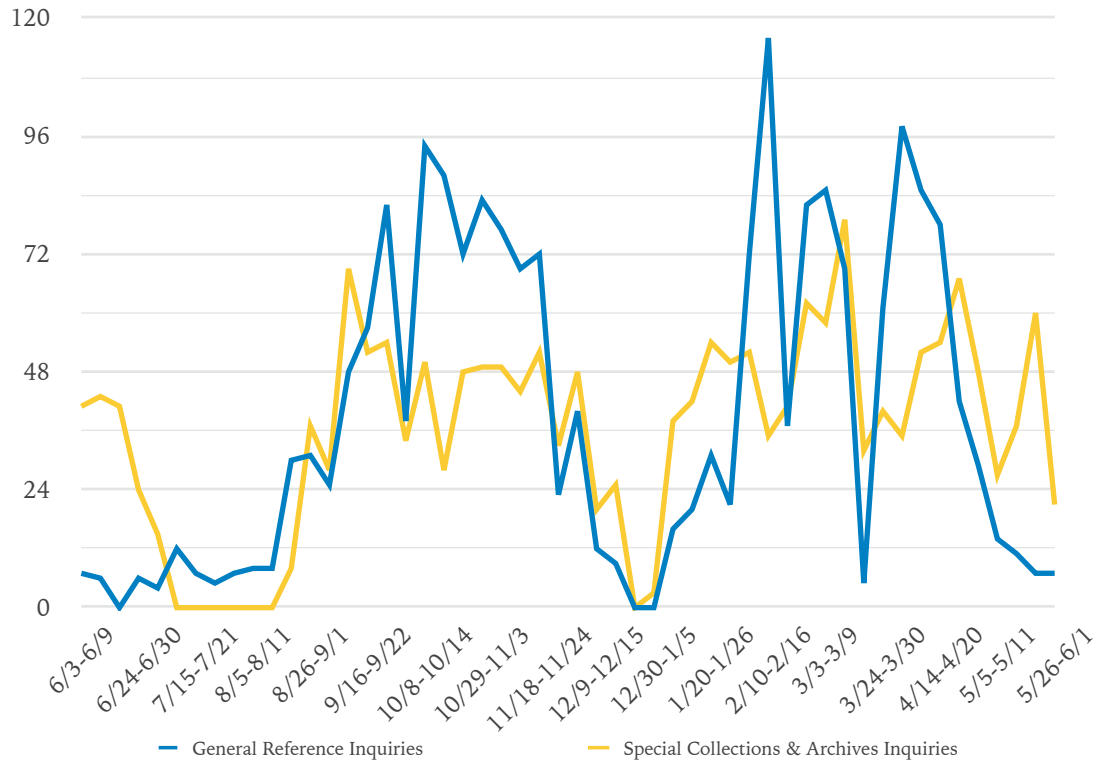
A variety of professional colleagues visited during the year, including representatives of the MacArthur Memorial, Office of the Chief of Staff of the Army, Library of Congress, and National Archives.

Library staff weathered both a mandatory furlough during summer 2013, which affected library staffing and operations, as well as a temporary government shutdown in October 2013, which resulted in all library staff except for the Director being furloughed again. Critical operations continued to function with assistance from the U.S. Military Academy Band, tasked with helping to keep the library facility open during the shutdown.

# 2013-14 By the Numbers

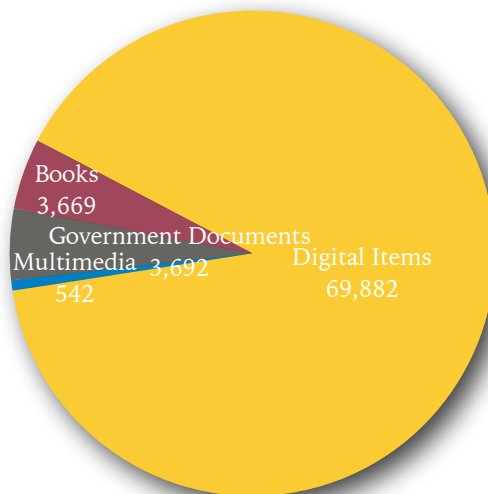
Top Online Journals/ Newspapers — # of Views	
International Security	5,401
American Political Science Review	2,525
Foreign Affairs	2,495
Journal of Conflict Resolution	2,445
World Politics	2,013
Wall Street Journal	1,907
International Organization	1,833
Journal of Military History	1,800
Political Psychology	1,577
Foreign Policy	1,497
Annals of the American Academy of Political and Social Science	1,297
New Criminal Law Review	1,231

USMA Library Reference and Research Services — 2013-14

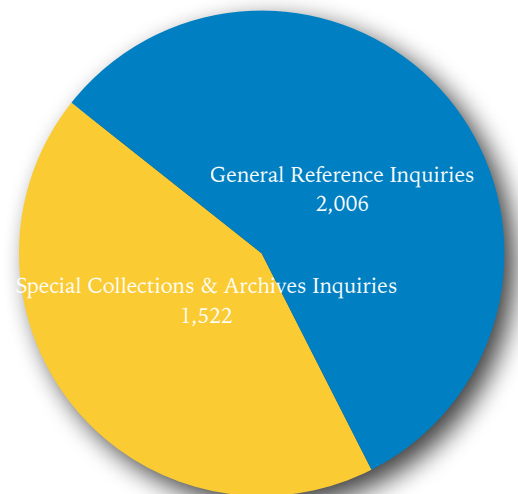


LIBRARY INSTRUCTION	Library	Special Collections & Archives	Total
Number of Sessions	109	61	175
Cadets Instructed	1,740	1,142	2,824

New Materials Added



Total Research Inquiries: 3,528



12,868

visits to our digital collections

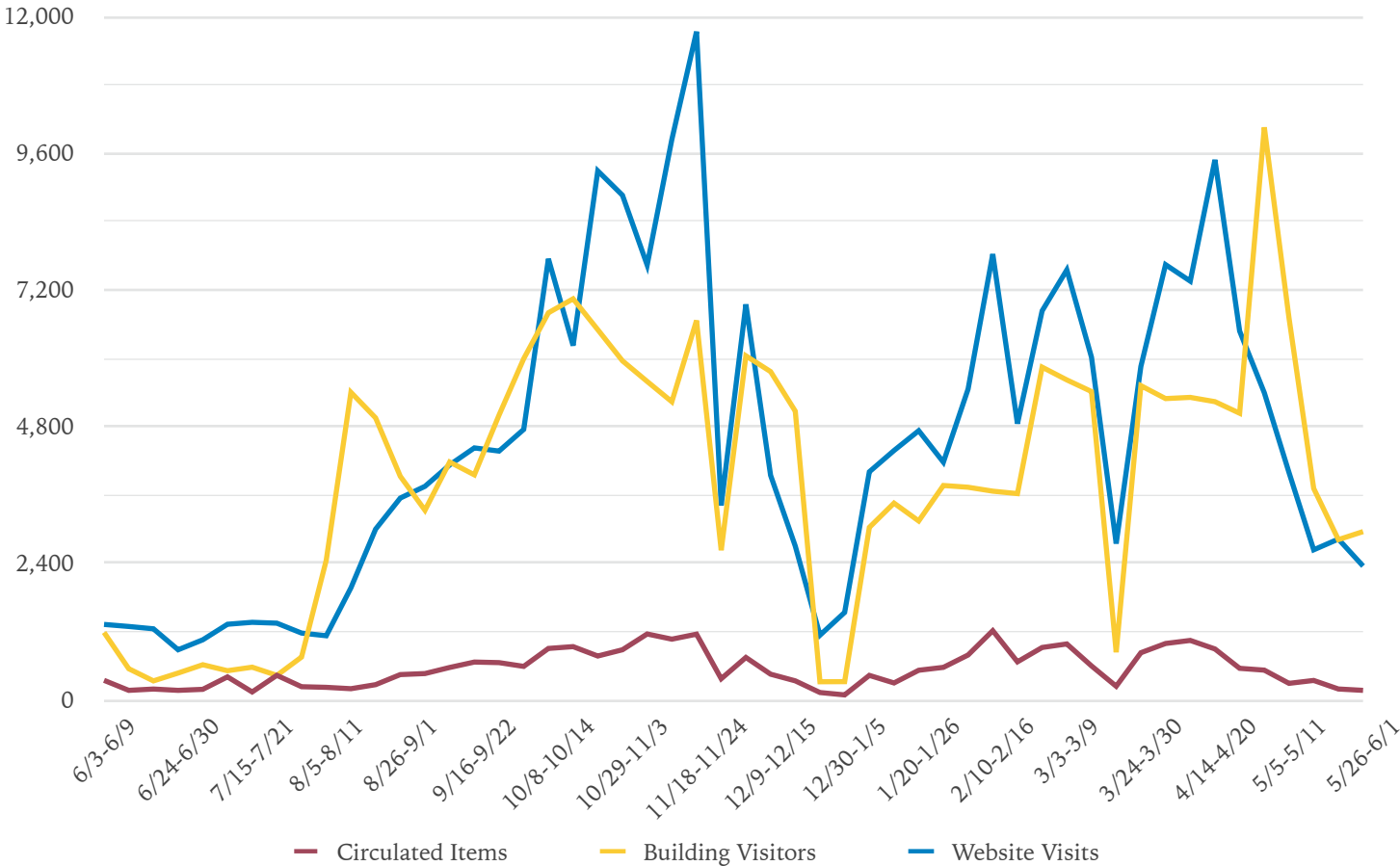
# 94 significant Academy events hosted in Jefferson Hall

1,740  
cadets received  
library instruction

203,344  
visitors to Jefferson  
Hall

235,107  
visits to all Library  
web properties

USMA Library Use — 2013-14



## A Look Back: 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.** This initiative is ongoing and with the recent rearrangement of duties within our Information Gateway Division it will be staffed to ensure ongoing maintenance. We anticipate a complete product available during the 2014-15 academic year. **Ongoing.**
- **Harmonize and expand our research and tutorial guides in LibGuides.** LibGuides allow library staff members to easily develop materials to assist cadets and faculty in their research. Given the challenging web and information technology infrastructure at the Academy, this service is particularly useful. This year saw harmonization work completed and the beginning of work to upgrade to the new version of LibGuides for the coming academic year. This work will be folded into the ongoing work of the Information Gateway Division. **Ongoing.**
- **Reconsider how we provide research assistance to cadets, faculty and staff through reference and other services.** Conversations were held throughout the year regarding reference and research assistance. Significant progress was made in the initial stages of redesigning our second floor. With the upcoming relocation of our Circulation service point, the work to relocate the Reference service point to the former Circulation service point can begin in earnest. This work will continue in the 2014-15 academic year. **Ongoing.**
- **Develop or acquire an information literacy baseline assessment instrument.** Work on this initiative was deferred this year in deference to other emerging priorities. Staff reorganization has resulted in a new assessment lead, who will be examining this objective for the future. **Deferred.**

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

- **Implement a discovery service.** Our discovery service, Scout, went live in fall 2013 enabling cadets, faculty, and staff to search across a wide swath of research materials quickly and easily. Training and usability awareness initiatives are ongoing as this tool differs significantly from other search interfaces previously offered by the library. Work will continue as part of our regular operations to expand coverage of materials within Scout and to refine and enhance the search experience. **Complete.**
- **Research and implement a replacement system for inventory control and collection security.** With the future viability of our existing RFID inventory control and collection security system in question, we elected to pursue a new electro-magnetic system as part of our work to design a new security perimeter for the library. This system was funded with 2013-14 funds and will be installed in summer 2014. **Ongoing.**
- **Implement revised processes for acquisitions, particularly for monographs and gifts.** New procedures, particularly for gifts, were implemented in summer 2013. All gifts are now processed through the library administrative offices. Revised processes for acquisitions are still under consideration. **Complete and Ongoing.**



- **Move and redistribute our collections between Jefferson Hall, Bartlett Hall North, and the Library Annex.** The Special Collections and Archives Staff completed this move in summer 2013. Nearly 30,000 feet of materials were relocated in a complex move that emptied all three floors of the library annex at Pershing Center and the basement of Jefferson Hall into new stack areas on the fourth floor and fourth mezzanine of Bartlett Hall North and then re-filled the Jefferson Hall basement. Related projects to address interim storage of science center resources while the Bartlett Hall renovation continues, procure administrative furnishings for the office and work spaces of the Special Collections and Archives Staff in Bartlett North, and plan for the partial re-occupation of the library annex in the wake of the pending visitors center renovation have all gone well. **Complete.**
- **Implement a digital institutional repository.** Our existing solution for digital asset management, CONTENTdm was moved off West Point to a hosted instance at the servicing vendor. This has finally addressed longstanding usability issues for staff using the system. We will continue our review of this platform as we continue to look at a permanent long-term solution for digital library collections. **Ongoing.**
- **Develop an operations dashboard of key metrics.** Due to loss of technology staff during the academic year, this initiative was not possible in the 2013-14 academic year. Some improvements were made in sharing budget information/database statistics. **Deferred.**
- **Expand the universe of unique digital material available through our institutional repository.** Despite not having a fully functional system to host content, work has continued in our Special Collections and Archives division to digitize unique and rare materials for inclusion in our system. New staff hired in this area also marks a significant step forward in developing a more robust digitization program. **Ongoing.**
- **Address cataloging issues for legacy collections.** Locating all collections within Jefferson Hall and Bartlett Hall North has facilitated work to identify and address cataloging and preservation issues across collections. Work will continue on this initiative as part of our regular operations. **Ongoing.**

***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.** Significant progress on this initiative was made during the 2013-14 academic year. We designed a new custom-built circulation desk to be installed in the first floor rotunda in summer 2014. The majority of our reference collection was integrated into the general collection and shelving was taken down to create our flexible use space, which hosted our first traveling exhibit in spring 2014. DVDs were relocated out of compact shelving onto open shelves, and other smaller adjustments also were completed. **Ongoing.**
- **Implement an online room reservation system and improve support for events.** Due to loss of technology staff during the academic year, this initiative was not possible in the 2013-14 academic year. **Deferred.**
- **Establish better accountability of furnishings and equipment.** Developed required data points and have inventoried 6th floor furniture and some study room furnishings, resulting in a plan to repair and replace chairs in the Haig Room and 10 study rooms. We are continuing to acquire equipment to expand this initiative elsewhere in the library. **Ongoing.**

# Strategic Awareness and Vision for Library Services -

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

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

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

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

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

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

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

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

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

## INFORMATION PROFESSIONALS

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

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

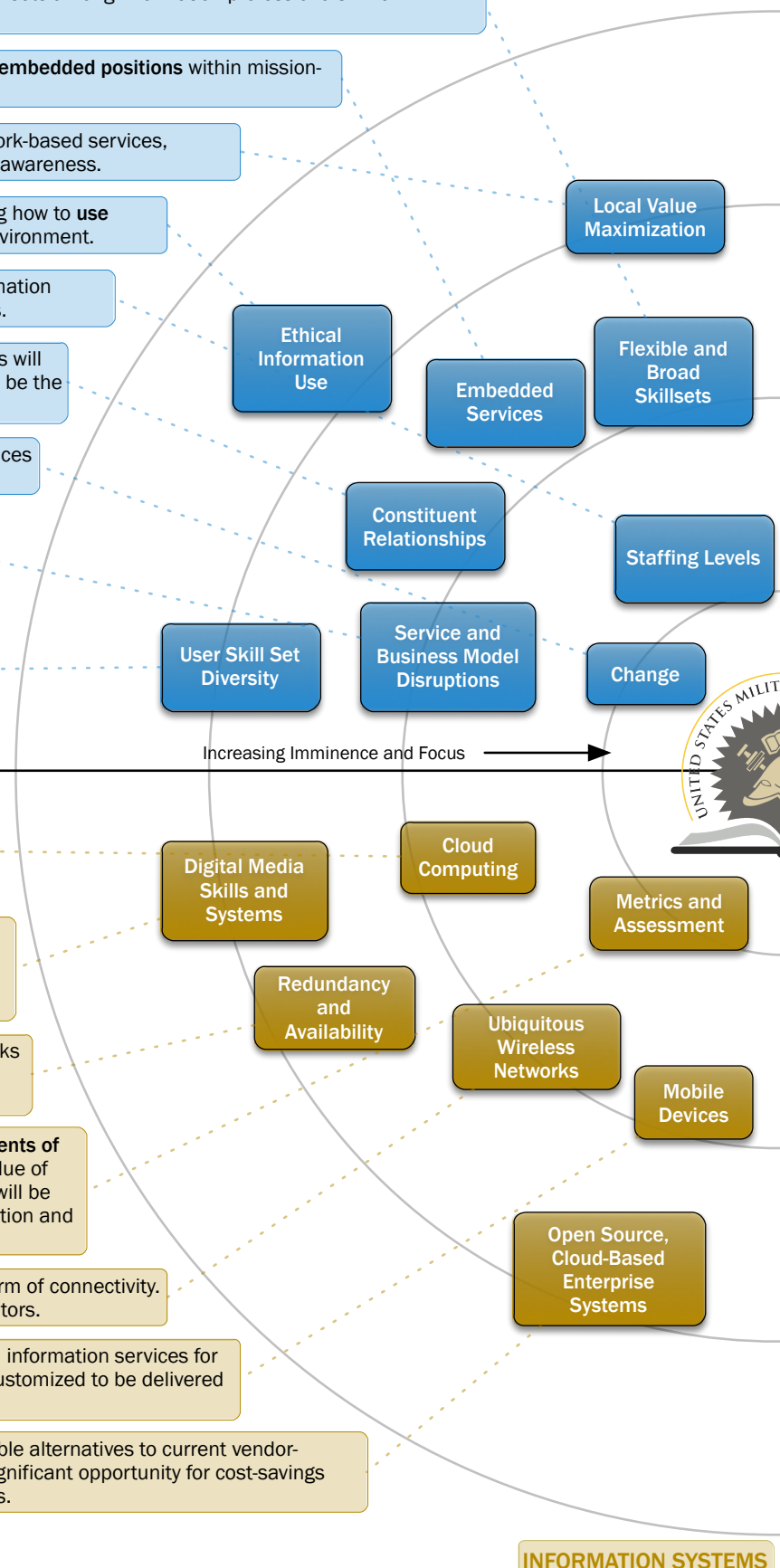
**Redundancy and availability of digital services** will be benchmarks of infrastructure quality. Service interruptions will be increasingly costly and problematic.

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

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

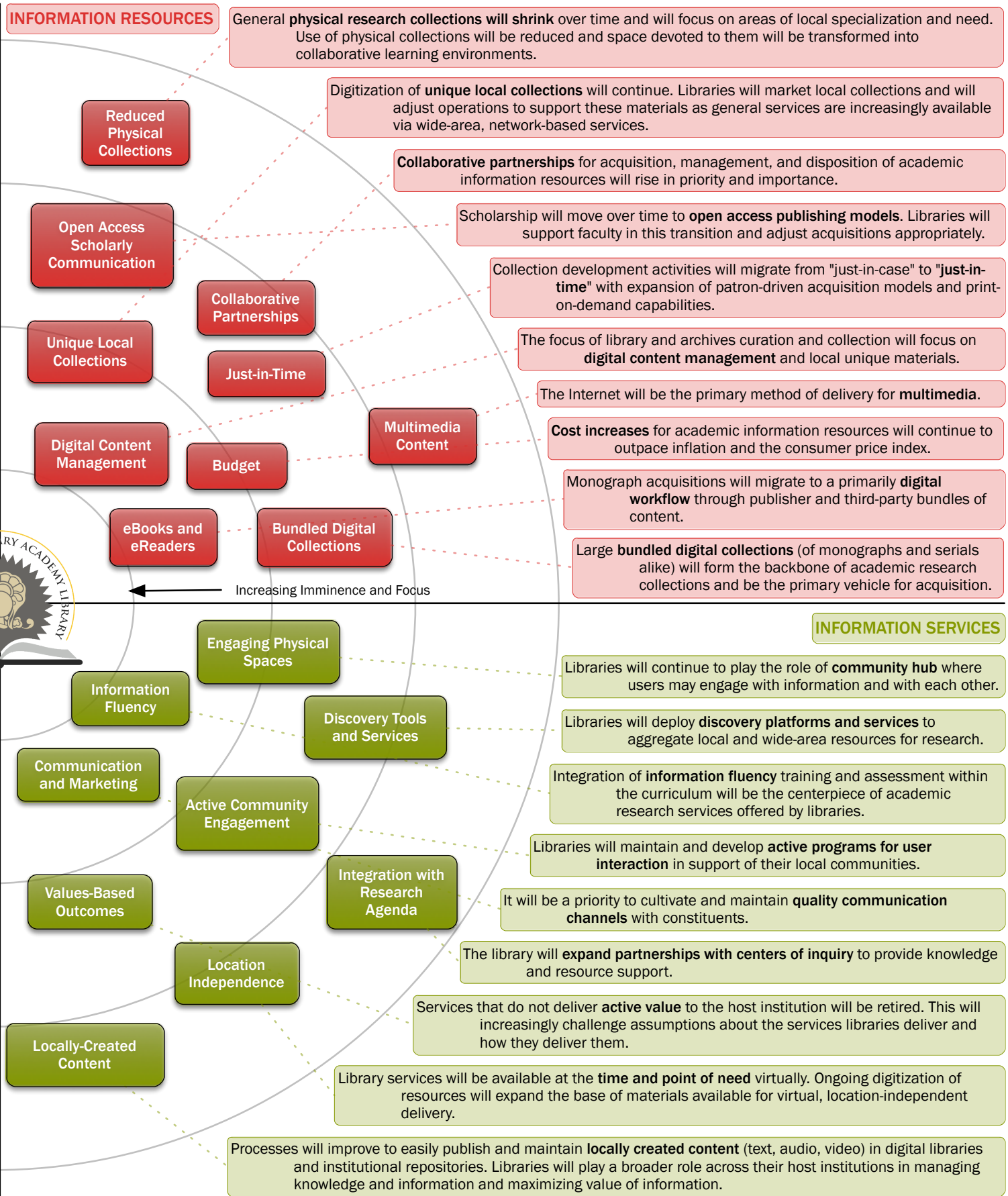
**Mobile devices** will be primary tools for the delivery of library and information services for staff and users alike. Collections and services will be customized to be delivered where and when needed via technology.

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



## INFORMATION SYSTEMS

# United States Military Academy Library - 2014-2015



• **Expand mobile infrastructure within Jefferson Hall.** The courtesy commercial wireless network was expanded within Jefferson Hall. Cadet iPads were authorized for use on the DREN wireless network, and plans for the 2014-15 academic year to let government-owned mobile devices also access this network will significantly expand mobile services within Jefferson Library. **Ongoing.**

- **Implement a print management solution for public library print queues.** Our new print management system was deployed in observation mode in summer 2013 and fully deployed with cadet quotas in place for the start of the spring semester in 2014. Use of the system has reduced printing within the library by more than half, introducing greater accountability and conservation of resources. **Complete.**
- **Design a regular rotation of displays/exhibits on the second floor of Jefferson Hall.** Our first significant traveling exhibit *Fighting the Fires of Hate* from the U.S. Holocaust Memorial Museum in Washington, D.C. was on-site in spring 2014. New permanent exhibit cases were ordered this spring, and responsibility for ongoing programming has been assigned to the library communications team. **Complete and Ongoing.**

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

- **Begin a systematic review of manuscripts holdings.** The first significant step in this initiative was the relocation of all manuscripts materials into one location within the Central Area. Since that time, staff have been refining arrangements in anticipation of starting a systematic review beginning in summer 2014. **Begun and Ongoing.**
- **Deploy regular communications strategy focusing on telling the story of the library and our collections.** Our library communications team made significant progress toward developing a multi-faceted program of sharing information regarding library collections and operations through multiple media channels. We also expanded staffing in this area to continue development. **Complete and Ongoing.**
- **Host an annual event honoring West Point authors.** This event was not planned due to intervening priorities during the academic year. **Deferred.**

**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.** The permanent display was not realized this year, in part due to significant changes in the physical layout of the main floor and plans to significantly alter the ground floor of Jefferson Hall. However, information on the history of the libraries was incorporated in the interpretative panels for the Class of 1975 Terrace. **Deferred.**
- **Install interpretative historical panels for the Class of 1975 Terrace.** Design of this display is near completion and we are in discussion about the fabrication. Historical materials from Special Collections and Archives were used in the creation of the narrative for these panels, which also feature images from the Library's Archives and Special Collections and the West Point Museum Collections. **Ongoing.**

- **Expand the online documentation of the USMA Class Ring Collection.** We intend to fully accomplish this goal using our institutional repository, but changes in regard to that utility prevented us from adding content this year. In the interim, features on individual class rings are among the social media content being posted by Special Collections and Archives Staff. **Deferred.**

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

- **Review and migrate our existing SharePoint sites to the new SharePoint system.** Our internal intranet site hosted on the Academy SharePoint infrastructure was completely migrated during spring 2014. This process included significant review of content and functionality. **Complete.**
- **Develop a system to provide and expand cross-training within and across library divisions.** We expanded professional development training opportunities this year and offered some cross-divisional opportunities for project work (e.g. collection shifting). More work is required in this area and our strategic planning work in spring 2014 will provide opportunities to achieve this. **Ongoing.**
- **Redesign and diversify leadership opportunities through our staff meetings.** A rotation of responsibility for staff meetings was set and divisions participated in leadership and development of content to share. **Complete.**
- **Develop a comprehensive budget planning and execution process for both appropriated and non-appropriated funds.** Over the past year, we have captured all fixed recurring requirements to enable planning a basic budget for out years. A comprehensive gift fund budget plan was developed for the 2013-14 academic year with input from the library divisions, and spending was generally in line with plans. We are working with Academy Advancement to redefine five of our fourteen gift funds to give us greater flexibility in purchasing items needed for the library program. **Complete and Ongoing.**
- **Document standard operating procedures for core library operations.** Work toward this objective was varied across the library, with some significant accomplishments made, and other areas with much work yet to do. Additional policies and documentation were also developed. **Ongoing.**
- **Support 50% of library staff in external professional development activities.** Due to ongoing financial and travel restrictions, we were not able to execute a full professional development program for the 2013-14 academic year. We did pursue local activities, with more than 50% of staff participating. **Ongoing.**

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

- **Consider collecting fees for service where appropriate.** No progress toward this objective was made during the 2013-14 academic year due to intervening priorities. **Deferred.**
- **Complete a collection analysis in partnership with ConnectNY and other service academies.** This project was performed by an outside contractor and yielded an item-level report on the circulating collection. We've provided our data for a similar project at FEDLINK among a variety of Federal libraries. **Complete.**

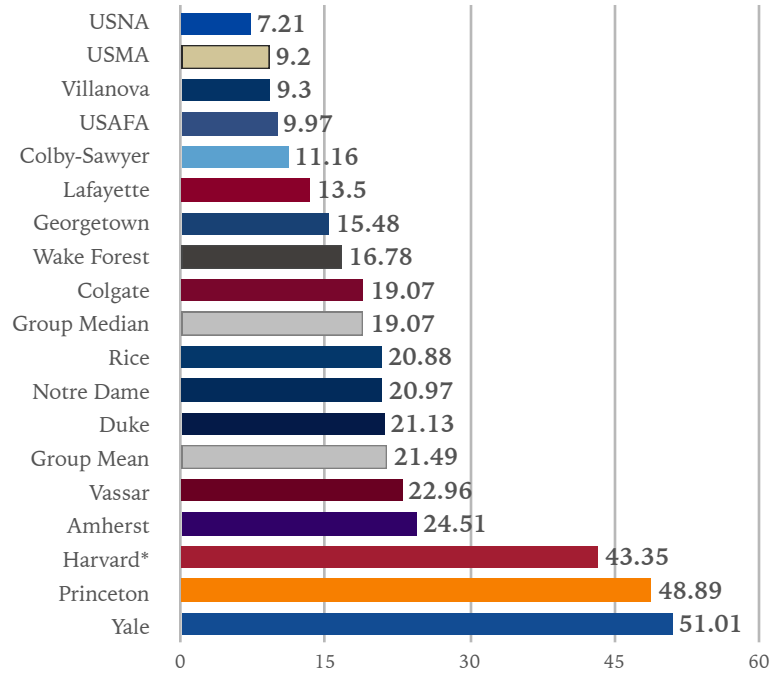


## Best College Libraries

*As ranked by 2013 Princeton Review*

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

### Library Staff per 1,000 Student FTE



# \$78 & \$2,171

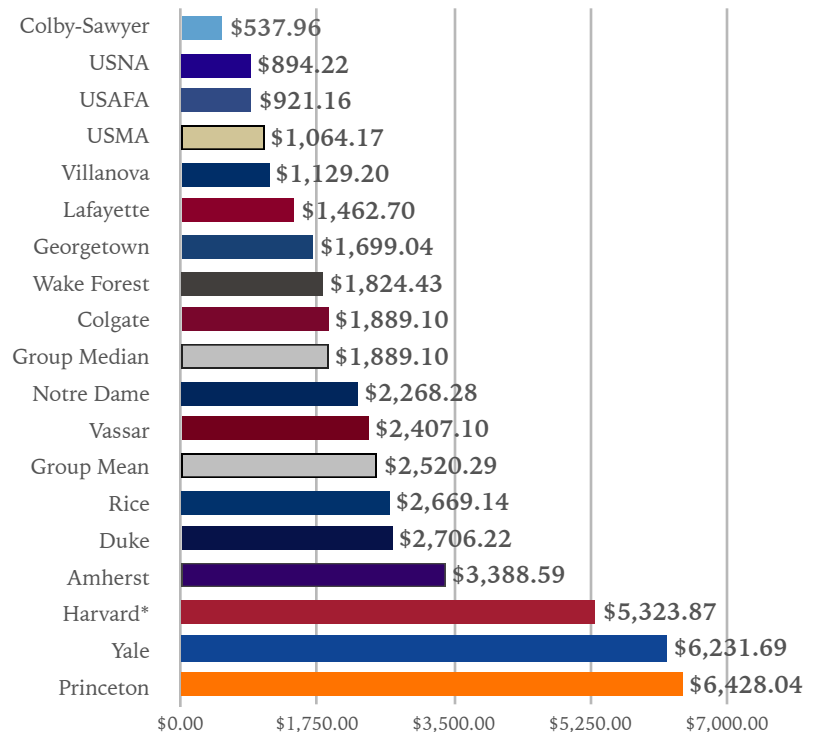
*average cost for an engineering journal, 1984 & 2013*

### Price Percent Change in 2012

Consumer Price Index	+1.6%
Serials	+5.9%
Hardcover Books	+4.2%
Academic Books*	+4.6%
Textbooks	+3.5%
Audiobooks	-10.6%
Trade Paperbacks	+9.6%
E-books	+15%

\* 2011 figure (2012 unavailable)  
Source: Library and Trade Almanac 2013

### Dollars Spent per FTE Student on Library Support

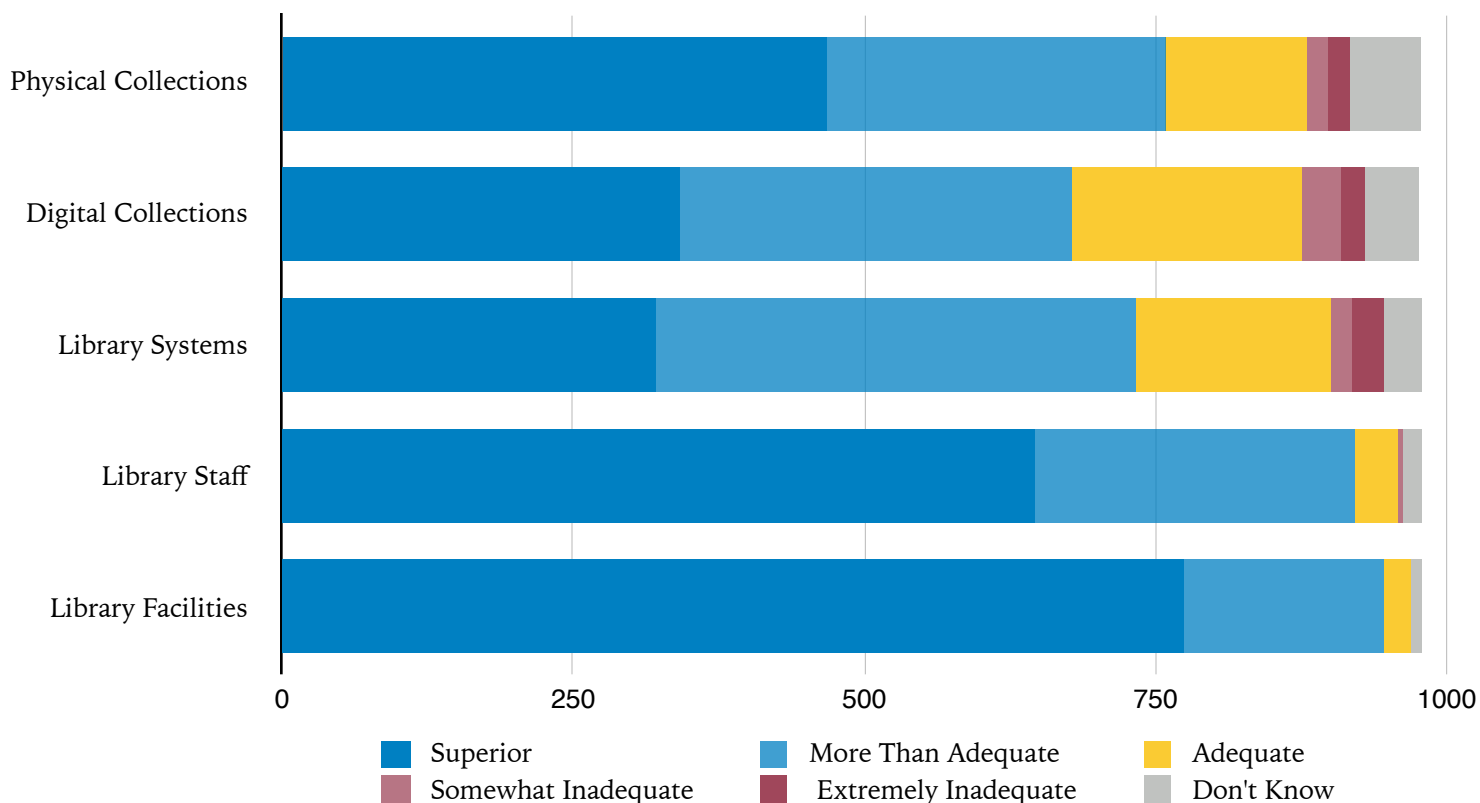


Source for both charts: National Center for Education Statistics (NCES) Academic Libraries Survey, 2012. \* Harvard data from 2010.

# Cadet Views on Library Service

980 graduating firsties 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



Access to Digital Content	Individual & Group Study	Uniforms
<p><b>Cadet Comment:</b> We need more access to digital content — particularly journal materials. It should be full text, with expanded focus in our primary subject areas (e.g. engineering, science, etc.)</p> <p>We are always working to expand the depth and breadth of materials available. The vast majority of the content we acquire each year is digital. We try to balance the high costs of digital journal content with the curriculum and actual usage. If we don't have something directly in the collection however, we can almost always acquire it through interlibrary loan. Just ask!</p>	<p><b>Cadet Comment:</b> 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.</p> <p>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 importance of balancing quiet study spaces and collaborative areas where cadets can work together. We will seek to provide both kinds of study spaces within the library.</p>	<p><b>Cadet Comment:</b> It would be great to be able to wear civilian clothes/PT/more comfortable clothes in the library.</p> <p>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.</p>

## Liaison Support to the Curriculum

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**USMA Library anchors much of our service in our 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 2013-14 are highlighted here.**

*Mr. Michael Arden, Liaison to Social Sciences and Geography & Environmental Engineering*

Mr. Arden maintained regular office hours in Lincoln and Washington Halls to support his departments which opened the door to in-depth consultation and engagement. He conducted more than 100 individual research consultations with cadets, participated in several high-level research projects with faculty, and partnered many times with faculty on library instruction through our evening clinic program. We are also continuing to explore greater support to the Combating Terrorism Center as we seek to build partnerships to best share their in-depth primary resources relating to terrorism.

*Ms. Suzanne Christoff, Liaison to Law*

Ms. Christoff transitioned into liaison duties supporting the Department of Law after the retirement of Mr. Paul Nergelovic in summer 2013. Support to maintain their well-used departmental library is ongoing, and Ms. Christoff has worked to provide legal research assistance primarily for their upper level courses.

*Ms. Dawn Crumpler, Liaison to Electrical Engineering & Computer Science*

Ms. Crumpler participated in collection development and management support for EECS and continued to refine our overall academic support plan for the department.

*Mr. Edward Dacey, Liaison to History*

Mr. Dacey continued a strong relationship with the Department of History through coordination of instruction using Special Collections & Archives materials for HI 155, and through a variety of support activities to faculty. More than 1,000 new items were ordered and processed this year.

*Ms. Celeste Evans, Liaison to Physical Education*

Ms. Evans has continued to review collection holdings to identify areas where we need to expand access to materials, also an area of importance noted during our survey of cadets. Work has continued on our academic support statement for DPE and on our research guide.

*Mr. Darrell Hankins, Liaison to Behavioral Science & Leadership*

Mr. Hankins launched a departmentally-focused newsletter for library-related activities and distributed it to departmental staff and faculty. To gain better awareness of the cadet experience in BS&L, he took the same behavior test administered to plebes and partnered with faculty on the analysis. He has participated in the monthly BS&L Scholars meetings to better coordinate library support for faculty and continues to build relationships to support more course-integrated instruction within the department.

*Ms. Susan Lintelmann, Liaison to English and Philosophy*

Ms. Lintelmann supported an effective program of course-integrated instruction for DEP. Sections from EN 101, EN 102, and EN 302 all participated in sessions covering topics from general library skills to the use of specific collections and materials held in our Special Collections & Archives. She has also worked to review the departmental library collection available in Lincoln Hall.

*Ms. Alicia Mauldin-Ware, Liaison to Systems Engineering*

Ms. Mauldin-Ware has continued to support a number of capstone projects in Systems Engineering that have required more in-depth library collaboration, in addition to faculty support through new instructor training and arranging for resources requested by faculty.

*Ms. Elaine McConnell, Liaison to Foreign Languages*

Ms. McConnell consulted with departmental faculty on collection acquisitions through ongoing work to fully implement our academic support statement for DFL. She also continued to support cadets seeking specialized language resources while offering

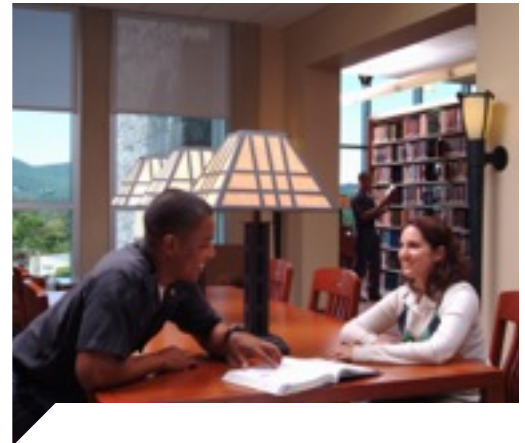
course-integrated instruction to faculty.

*Ms. Laura Mosher, Liaison to Civil & Mechanical Engineering and the Center for Enhanced Performance*

Ms. Mosher has worked primarily to provide personalized research support for cadets and faculty in CME. She also assisted in the preparation of cadet research for publication along with faculty and cadets from the department. She continued her support to the CEP through their RS 100, RS 101, and RS 103 courses, each of which includes integrated library instruction for cadets. These courses target cadets who may benefit from in-depth research skills development.

*Ms. Karen Shea, Liaison to Mathematical Sciences*

Ms. Shea has worked to design new online research tools for the Math department, along with newsletters for outreach to faculty. She also has collaborated with departmental staff on maintenance of the departmental library and provided instruction regarding the library's new discovery tool, Scout.



### Academic Support Statements

USMA Library prepares a general statement of support in partnership with each academic department at USMA. This document defines priorities for instructional services, resource acquisition and maintenance, and plans for assessment of library services in support of each academic program. These statements are available on the Policies section of the USMA Library website.

## A Look Ahead: 2014-2015 Objectives and Initiatives

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***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 standard online tutorials and assessment for information literacy.** We will take advantage of a redesign of staff peer leadership assignments to expand our online tutorials and assessment program for information literacy in order to better support programs across the curriculum and assess their effectiveness.
- **Write 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.
- **Redesign reference and research services.** With several major features of our primary service floor redesign complete, we can now focus on re-envisioning our support for research assistance to library users both on and off-site. This will involve redesign and relocation of the primary service point for reference and research support.

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

- **Review and expand academic support statements.** Building upon our existing department and curriculum-focused support statements, we will refine and expand these with greater granularity regarding collection priorities, information literacy integration points, collaborative endeavors, and inclusion of related academic centers and programs within the primary academic support statement.

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

- **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.
- **Relocate the Circulation Desk to the first floor and define a new library security perimeter for library collections and personnel.** We will install and staff a new service point in the entry rotunda of Jefferson Hall along with a new collection security system. These changes, coupled with new door security, will create a new perimeter around USMA Library spaces within Jefferson Hall.
- **Implement an online room reservation system and improve support for events.** We will seek iterative progress toward online reservations for USMA Library-controlled facilities, most notably the Haig Room and associated sixth floor facilities.
- **Renovate, refresh, and repair the Alexander M. Haig Jr. Room and associated facilities.** We will refinish the floors, acquire new furnishings, and redesign our procedures for facility accountability in order to provide more complete oversight for facility use.



- **Replace classroom furniture and other infrastructure.** We will replace classroom chairs and audiovisual infrastructure in need of lifecycle replacement.

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

- **Re-energize and expand our digitization program.** With expanded staffing and more stable digital asset management tools in place, we will design and implement an expanded program to digitize important scholarly materials to include collections from the USMA Library and other Academy partners.
- **Implement a digital institutional repository.** We will review and assess existing infrastructure with regard to the need for long-term access to digital materials across the Academy. This will likely result in deployment of additional tools and services to support these requirements.

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

- **Install interpretative historical panels for the Class of 1975 Terrace.** We will complete the design and installation of a series of interpretative historical panels on the Class of 1975 Terrace to provide visitors with basic information regarding the history of the Plain and sights visible from Jefferson Hall. These panels will also include brief historical information regarding libraries at West Point.

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

- **Develop and build our customer service skills.** We will place special emphasis on customer service skills in our professional engagement and development initiatives over the coming year and seek to assess improvements in customer service across our services and service points.
- **Develop a long-term plan to reorganize the structure and staffing of USMA Library.** Based upon initial strategic planning begun in spring 2014, we will establish a path forward to streamline our existing organizational structure with special emphasis on forward-thinking services and collections. We will also look toward space planning and design within our existing structure to best support this organizational design.
- **Develop a long-range and sustainable plan for human resources support in partnership with CPAC.** Given current staffing levels, anticipated retirements, and staffing changes in the future, we will partner with the Office of the Dean and the Civilian Personnel Advisory Center to set us on a sustainable path for support.

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

- **Define a marketing and outreach program and staff.** We will continue to build upon existing initiatives to create a more finely-crafted marketing plan and program while continuing to consider staffing requirements in this area to support ongoing and future initiatives.



## Program Review 2013-2015

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

## FY2014 Appropriated Funds Allocation for Library Materials

Major Contracts for Library Content and Systems	\$1,529,000
Minor Contracts for Library Content and Supplies	\$132,000
Professional Development, Facility Support, Miscellaneous	\$320,000
<b>TOTAL</b>	<b>\$1,981,000</b>

## United States Military Academy Library

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<http://www.usma.edu/library>

