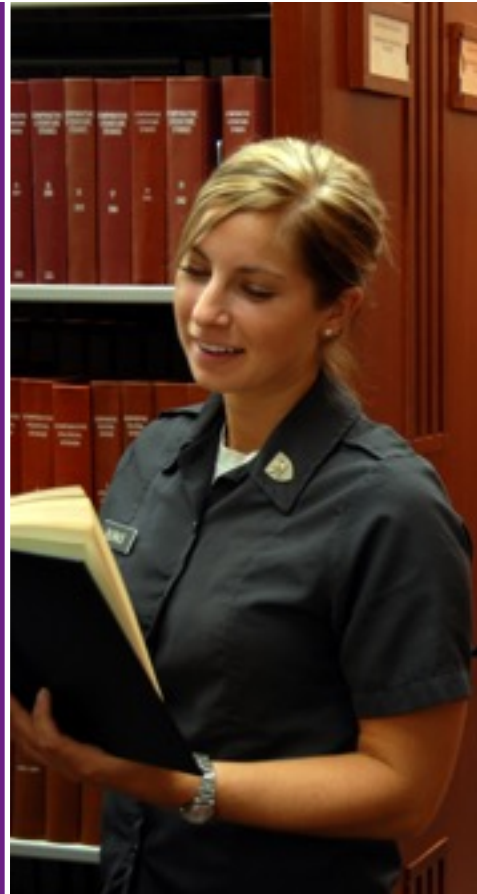




United States Military Academy Library

2014-2016 Program Review



Guiding Principles for a Future-Oriented Library

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

In order to provide the best academic library service that we can for U.S. Military Academy cadets, faculty, and staff, we seek to develop and inspire the best professionals we can across all areas of our service and support. We know that the quality of service we provide is directly related to the quality and engagement of our staff. To that end, we are working to redesign our organization to maximize the individual strengths found in the members of our team, while also preparing ourselves for future priorities in delivering academic information services at USMA. A common thread that binds libraries, higher education, government, and the military is change — and we are building an organization that will be flexible and responsive to the evolving needs of our users from across the Academy. This process has been ongoing since 2014, and will see more substantial implementation throughout the 2015-16 academic year.

Inside

USMA Library Mission, Vision, and Goals	3
2014-15 Program Notes and Review	4
2014-15 By the Numbers	6
A Look Back: 2014-15 Objectives and Initiatives	8
Strategic Awareness and Vision	10
Peer Comparisons and Assessment	14
Liaison Support to the Curriculum	16
A Look Ahead: 2015-16 Objectives and Initiatives	18



A common thread that binds libraries, higher education, government, and the military is change — and we are building an organization that will be responsive and flexible to the evolving needs of our users from across the Academy.

User-Focused Service and Organizational Design (cont.)

As part of our planning process, we have developed eight guiding principles for our library that will steer our evolution. We believe that our organizational structure should affirm:

- **Our mission to empower cadets, faculty, and staff to be leaders of distinction in scholarship and research** – We are passionate about equipping our users to thrive distinctively as scholars and leaders in the Army and beyond.
- **The importance of curricular engagement and partnership with cadets and faculty** – We will focus our primary effort on building strong bridges and connections with the academic enterprise at USMA.
- **Our unique and special collections and materials as our institutional contribution to international scholarship** – We recognize the depth and breadth of the unique resources held in our collections that can advance international scholarship, and rather than subdivide work with those materials within one part of our organization, we seek to integrate that support across our entire library structure.
- **The importance of an academic library as a physical, central hub for interdisciplinary engagement and collaboration as well as personal study and enrichment** – We are fortunate to have an outstanding facility that supports both collaborative and individual research.
- **Collaborative and open work relationships for all staff at all levels** – We seek to empower our staff to work across the full spectrum of information support and to facilitate collaboration as a core value of our organization.
- **Leadership opportunity for all staff at all levels** – We value our staff for the unique skills each member brings and seek to build opportunities for everyone to lead with those skills.
- **Advancement opportunity and professional development for all staff at all levels** – We will work to create paths for staff to grow and expand their knowledge and skill.
- **The changing nature of our profession and the evolving patterns of information use** – We will be resilient and engaged with our present and future circumstances as we stay rooted in our mission while the means to achieve it continue to evolve.

Through these principles we look to build and grow our capability as a team to deliver the best information service we can. We look forward to taking meaningful steps to this end during the 2015-16 academic year.

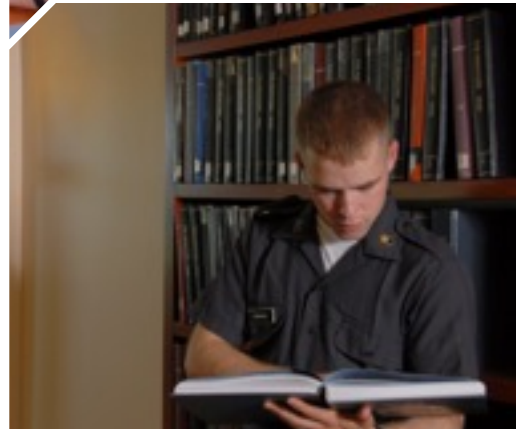
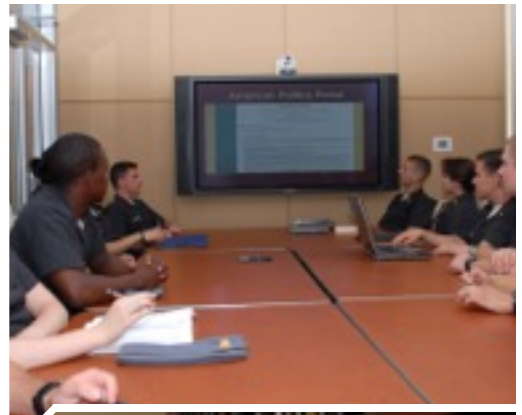
Our Vision

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.

2014-15 Program Notes and Review

4

Our Access Services team staffed the circulation desk on average 103 hours per week and **circulated 29,145 items** (with 15,925 renewals).

Included in this number were 4,574 multimedia materials (down from 7,111 the year before), and 3,983 study room keys.

The USMA community **borrowed 1,285 books from other libraries** (544 from our ConnectNY consortium and 741 from other libraries). Our patrons also received 739 articles from other libraries via interlibrary loan.

Other libraries **borrowed 1,240 books from our circulating collection** (670 to other ConnectNY libraries and 570 to other libraries worldwide). We also provided 276 articles to other libraries via interlibrary loan.

The **most popular new book** this past year was, *10% Happier: How I tamed the voice in my head, reduced stress without losing my edge, and found self-help that actually works--a true story*, by Dan Harris. The most popular new DVD was *Horrible Bosses*.

Our Materials Processing team integrated full-text indexing and citations for the contents of the **HathiTrust Digital Library into our discovery service Scout**. The enormous size of the HathiTrust collection means that Scout is now a de facto index to a very large proportion of the world's books and serials. It also provides direct access

to the complete texts of over five million volumes.

We added **Books at JSTOR** to the collection - scholarly ebooks on the familiar JSTOR platform, easy to read online with no limit on the number of readers, and easy to download as unlimited-rights PDF to the device of the reader's choice.

435,483

*pages printed on
public printer queues*

The loss of two professional staff caused effective **suspension of digital projects and resulted in the restructuring of monographic acquisitions processes**. Some benefits of creative disruption will be realized going forward.

We worked to **process and consolidate about 4,000 items from the former Physics Department library**.

We **continued to reduce emphasis on paper Federal Depository documents**.

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 **Mr. Corey Harmon**, *Access Services Librarian*, **Ms. Barbara Maroney**, *Facility Support Assistant*, and **Mr. Travis Schaben**, *Associate Director for Systems* to the library staff, while saying farewell to **Mr. Ed Dacey**, **Ms. Heather Goyette**, and **Mr. Jesse Quinones**.

An **online visitor registration system was developed** to facilitate secure access to Jefferson Hall. Visitors can now register at a kiosk located at the Welcome Desk on the first floor. The new system allows visitors to be registered in advance and will notify staff when the visitor has arrived at the library.

Staff were issued **iPads and laptops** in order to increase mobility and connectedness. The new equipment allows librarians to keep information resources readily available as they provide research assistance throughout the library and elsewhere at USMA.

An **online checklist was developed to conduct periodic building security and activity monitoring**. The new mobile checklist provides a convenient way for staff to conduct routine checks of the entire library and ensure that all areas have been inspected while tracking any issues that are observed.

The library's catalog system was **migrated from a local server to a hosted solution**. The new Software-as-a-Service (SaaS) platform will allow for easier support and interaction with library resources for users while reducing costs through the elimination of local equipment and support.

A **new instant messaging system was introduced** that significantly enhances the ability for library staff to communicate. The new program works on staff iPads and through internet browsers on desktop and laptop computers.

We **received 354 gifts** of a wide variety of materials to expand our collections.

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, 107 significant Academy events were held in Jefferson Hall and there were 1,863 individual advance reservations for use of facilities.

USMA librarians answered 1,935 **reference queries** from cadets, faculty, staff, alumni, and the general public. We also supported more than 171 classes, orientations and tours.

Resources from the Special Collections and Archives were presented to 98 groups in classes, tours, and orientations. In all, **more**

than 3,600 individuals experienced the library's historical collections through one of these group events.

The Special Collections and Archives Division answered **1,955 inquiries by phone, e-mail, and letter** while hosting **376 individual research patrons** in the Special Collections and Archives Reading Room to use the library's historical collections. 142 of these patrons were visiting researchers who often spent several days conducting their research.

95.4%
*of new materials
added to the library
were digital*

The library's permanent **class ring display** received the ring of 1LT Tyler Parten (USMA 2007), who was killed in action in Afghanistan in 2009.

During the past year, the library's historical collections continued to grow primarily through gifts-in-kind. Our **published source collections were supplemented** by donations of *Howitzers*, football programs, *Bugle Notes*, *Pointer* magazines, 100th Night programs, catalogs, regulations and all manner of USMA-themed publications. We also received a variety of materials authored by

Academy alumni and significant collections of published works for our Stephen E. Draper Collection on Water Resources and National Security and our Lucy H. Draper Collection on Women at the United States Military Academy.

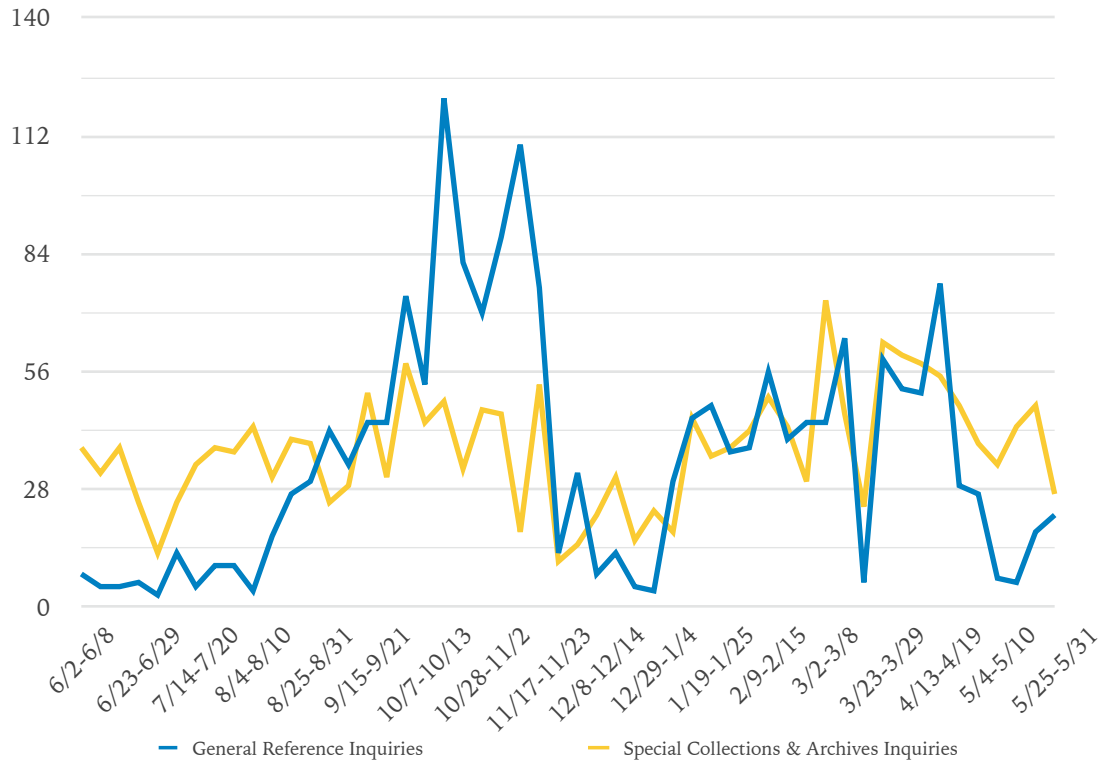
Our **manuscripts holdings were also significantly enriched** through donations of papers, including a portion of an 1828 cadet letter, a proclamation from the Boxer Rebellion, and several USMA diplomas. We were also very pleased to receive papers associated with alumni, including: Charles D. Daly (USMA 1905), Edward Henry C. "Hap" Arnold (1907), Edward C. Mack (1925), Michael J.L. Greene (1941), Edward A. Saunders (1946), Carl Berg Mitchell (1950), Harper Brown Keeler (1957), and Benjamin C. Freakley (1975).

Our **archival holdings, comprised of institutional records, were supplemented** by accretions from the Departments of Mathematical Sciences, Chemistry & Life Sciences, History, and Physics & Nuclear Engineering. Also gratefully received were a set of diplomas showing design changes over the years, "Red Books" from the Office of the Dean, and cadet publications from the SCPME Library that were previously unrepresented in the archives inventory.

2014-15 By the Numbers

Top Online Journals/ Newspapers — # of Views	
International Security	3,097
Foreign Affairs	2,180
New York Times	1,808
Human Biology	1,746
American Political Science Review	1,675
Military Psychology	1,456
Journal of Military History	1,388
International Organization	1,382
Journal of Conflict Resolution	1,354
Wall Street Journal	1,209
Social Influence	1,196
Psychological Trauma	1,191
Science	1,170

USMA Library Reference and Research Services — 2014-15

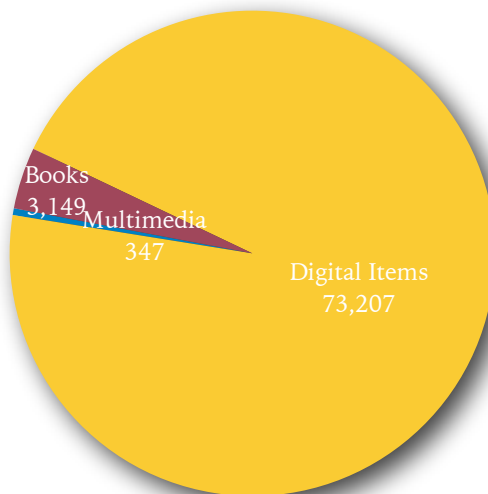


CADET INSTRUCTION	Library	Special Collections & Archives	Total
Number of Sessions	171	52	223
Cadets Instructed	2,359	711	3,070

21,373

visits to our digital collections

New Materials Added



Total Research Inquiries: 3,890



107 significant Academy events hosted in Jefferson Hall

142

visiting scholars used unique resources

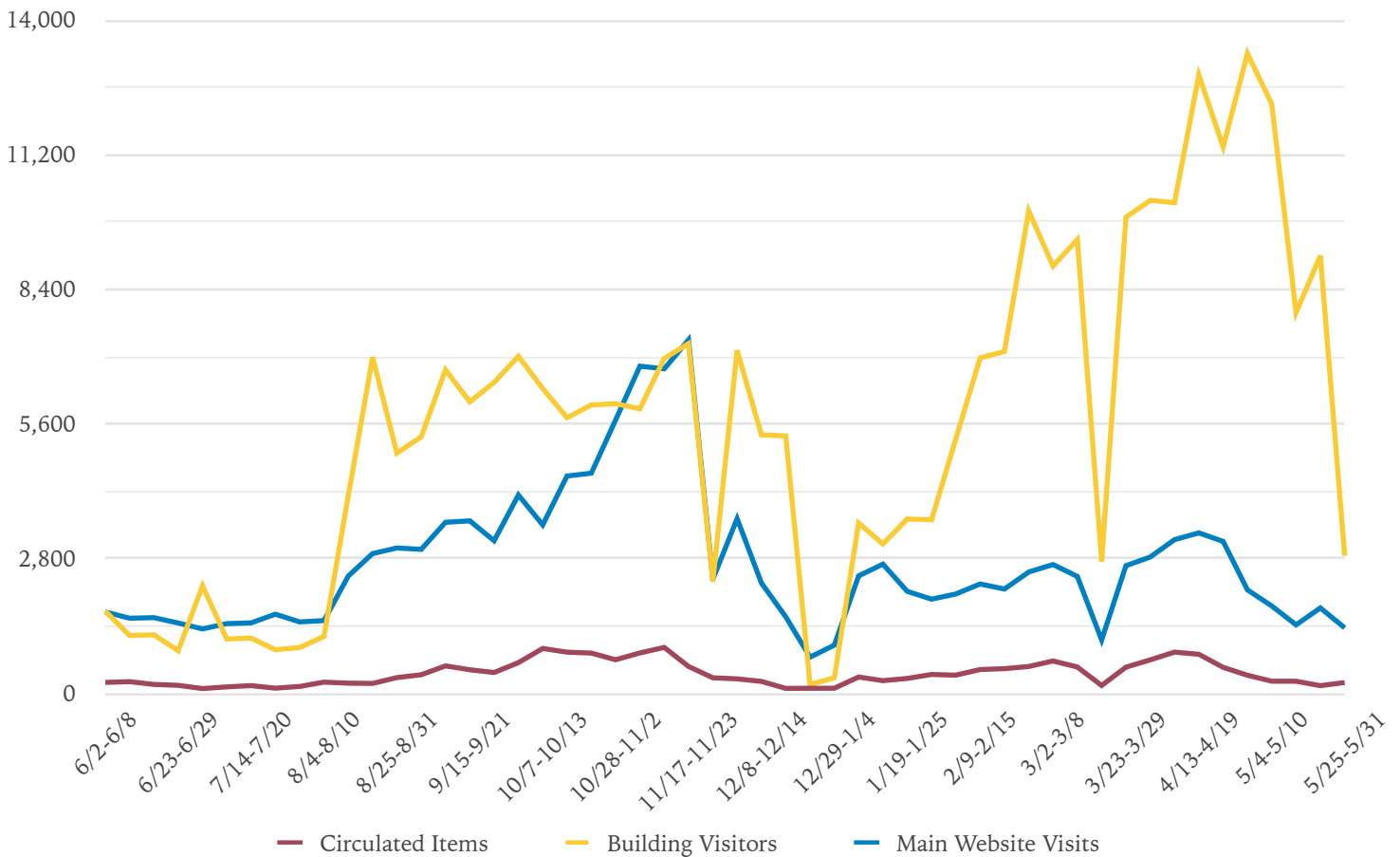
263,396

visitors to Jefferson Hall

273,191

visits to all Library web properties

USMA Library Use — 2014-15



A Look Back: 2014-2015 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 standard online tutorials and assessment for information literacy.** Development of an introductory course in Blackboard entitled Library Discovery for Leaders is underway with an planned implementation in Fall 2015. The course will be offered to the incoming class of 2019 and focus on an overview of available library services. Development of this course will continue in the coming year. **Complete for Fall 2015 and Ongoing.**
- **Write comprehensive guide to library services for new instructors.** A guide has been prepared and will be used for new instructor orientation sessions in Summer 2015. This guide will be maintained and used in subsequent years. **Complete.**
- **Redesign reference and research services.** We will be implementing a new service model for support on the second floor of Jefferson Hall beginning in Fall 2015. A service floor coordinator will manage user requests for assistance while drawing upon the full array of support from across library staff. The physical location for this service has moved to the south side of the floor, and final work to design new collaborative and interactive spaces is underway. **Complete for Fall 2015 and Ongoing.**

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

- **Review and expand academic support statements.** Liaisons worked with academic departments to refine support statements throughout the academic year. The statements provide a shared understanding between USMA Library and academic departments regarding how the library will support the curricular goals. Statements will be converted to library policy documents and posted online in Summer 2015. **Complete and Ongoing.**

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

- **Expand mobile infrastructure within Jefferson Hall.** A survey was conducted of the courtesy commercial wireless network to discover areas where reception could be improved. Wireless access points were relocated to improve reception in areas used by visitors to the library and plans were established to add additional access points where needed. The library continues to work with IETD/G6 to improve the courtesy commercial network. New staff-issued iPads were enrolled in USMA's Mobile Device Management service allowing them access to the DREN wireless network. The improved connectedness allowed staff greater flexibility and mobility throughout the library. **Complete and Ongoing.**

- **Relocate the Circulation Desk to the first floor and define a new library security perimeter for library collections and personnel.** On December 15, 2014, after a year of preparation, circulation functions moved to the new Welcome Desk on the first floor of Jefferson Hall. The move gave a much needed "library presence" to the first floor of the Library. The move significantly improves the service face of the Library as well as security for all users of Jefferson Hall. Our collection security gates were relocated to the three exits of the Rotunda. Both elevators have been reprogrammed to serve all floors. **Complete.**
- **Implement an online room reservation system and improve support for events.** Other priorities regarding systems implementations surrounding security and access prevented significant activity toward accomplishment of this goal. Initial product evaluations were completed and we will continue to monitor this landscape for future implementation. **Deferred.**
- **Renovate, refresh, and repair the Alexander M. Haig Jr. Room and associated facilities.** The Haig Room floor was completely stripped, stained and refinished with a protective coating, revealing the beautiful Brazilian wood. To extend the life of the floor, staff developed a care plan, including purchase and use of special cleaning products and materials. As well, they installed protective felt pads on the chairs and other furnishings. The nearby kitchen pantry was painted, cleaned and reconfigured to facilitate more convenient use of tables and chairs by event planners. Over half of our special event chairs were repaired and refinished. The newly hired library facility event coordinator is now working closely with event POCs and is often in the building during many evening and weekend events. Staff is increasing the use of After Action Reports for larger events, and successfully applying lessons learned. **Complete.**
- **Replace classroom furniture and other infrastructure.** All chairs for the heavily used collaborative classrooms were replaced. They are color coded by floor, allowing for quick inventory and replacement when they migrate. The audio visual equipment was upgraded and replaced in most rooms. Although there are electronic whiteboards in most rooms, the traditional white boards are still heavily in demand by the Cadets. The worn and damaged boards were replaced, and supplies ordered. Our library facility coordinator checks these collaborative classrooms rooms three times per day, ensuring the rooms are in proper configuration for the next use. **Complete.**

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

- **Re-energize and expand our digitization program.** A desire to improve access to our unique Special Collections and Archives materials continues to drive our digitization efforts. This year, we added a large quantity of previously created PDF files to our searchable CONTENTdm database to facilitate direct access to historical materials for our patrons. We also created a new digital collection of Panama Canal Photographs in commemoration of the centennial of the canal's opening. Numerous digital reproductions were also featured on social media. In addition to these web-based efforts, we provided nearly 3,000 digital objects directly to patrons in response to various reference inquiries. Our digital production this year exceeded 31 GB of content. **Ongoing.**
- **Implement a digital institutional repository.** Meaningful progress on this objective was deferred in light of other emerging requirements regarding digital infrastructure, most notably the transition of our integrated library system to a hosted solution. **Deferred.**

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.

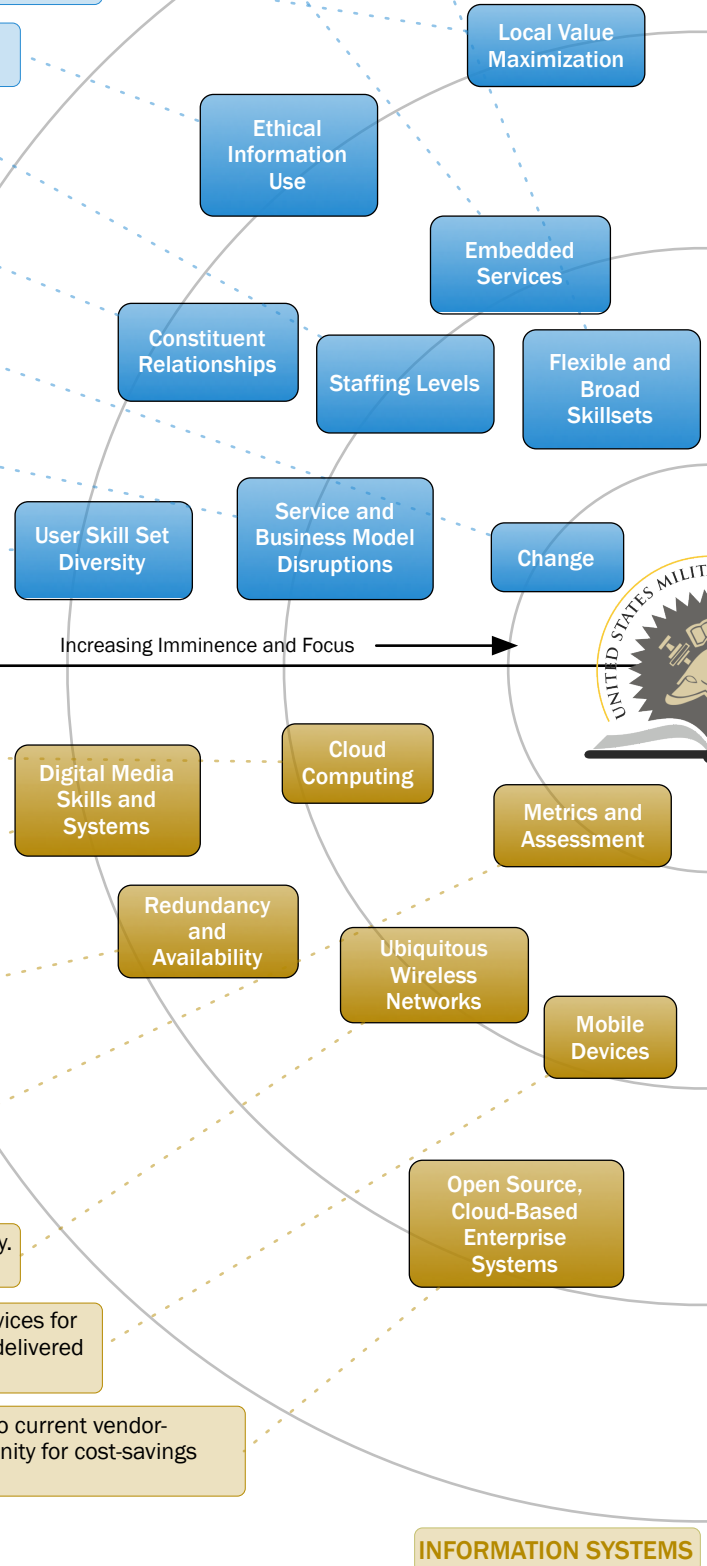
Redundancy and availability of digital services will be benchmarks of infrastructure quality. Service interruptions will be increasingly costly and problematic.

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.

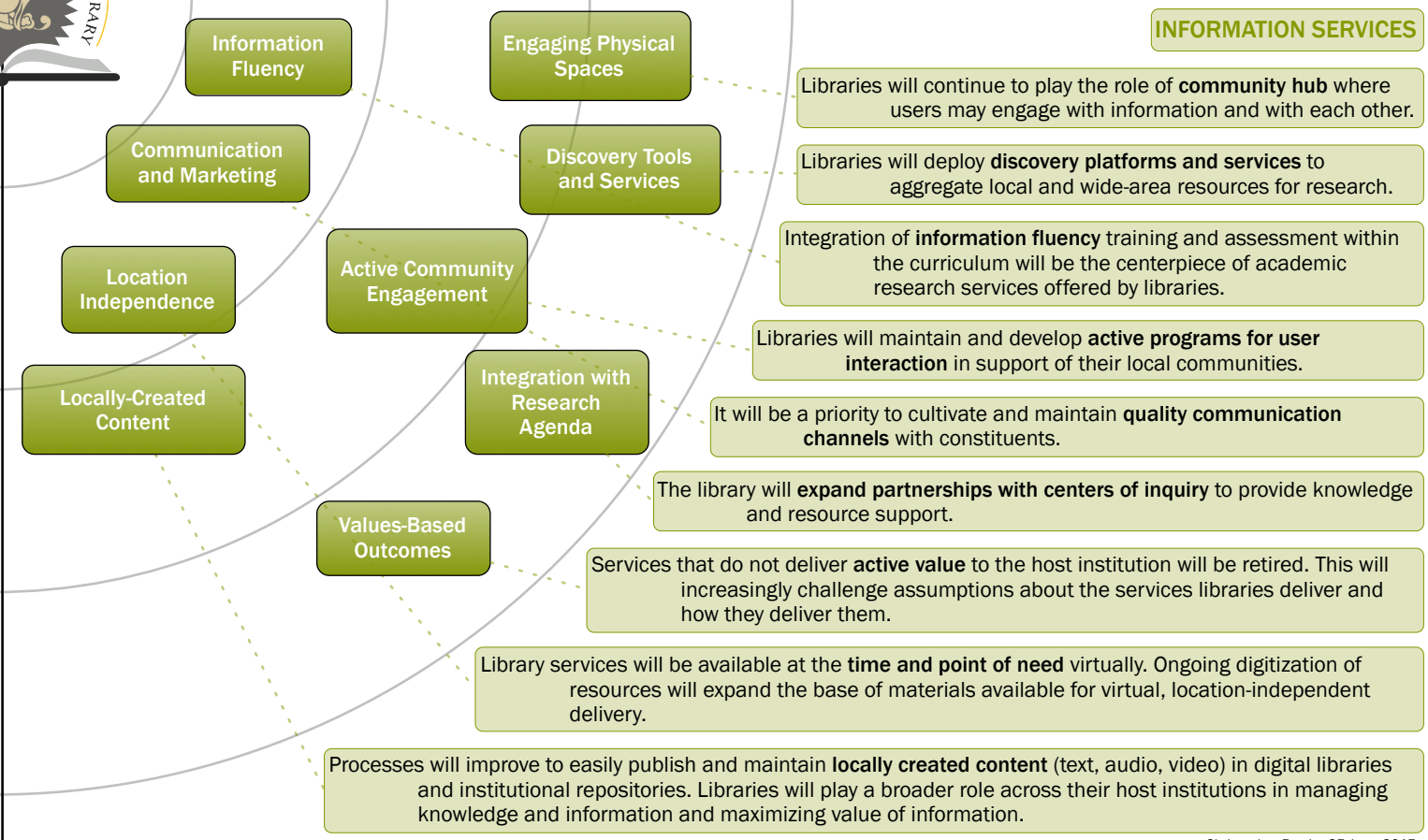
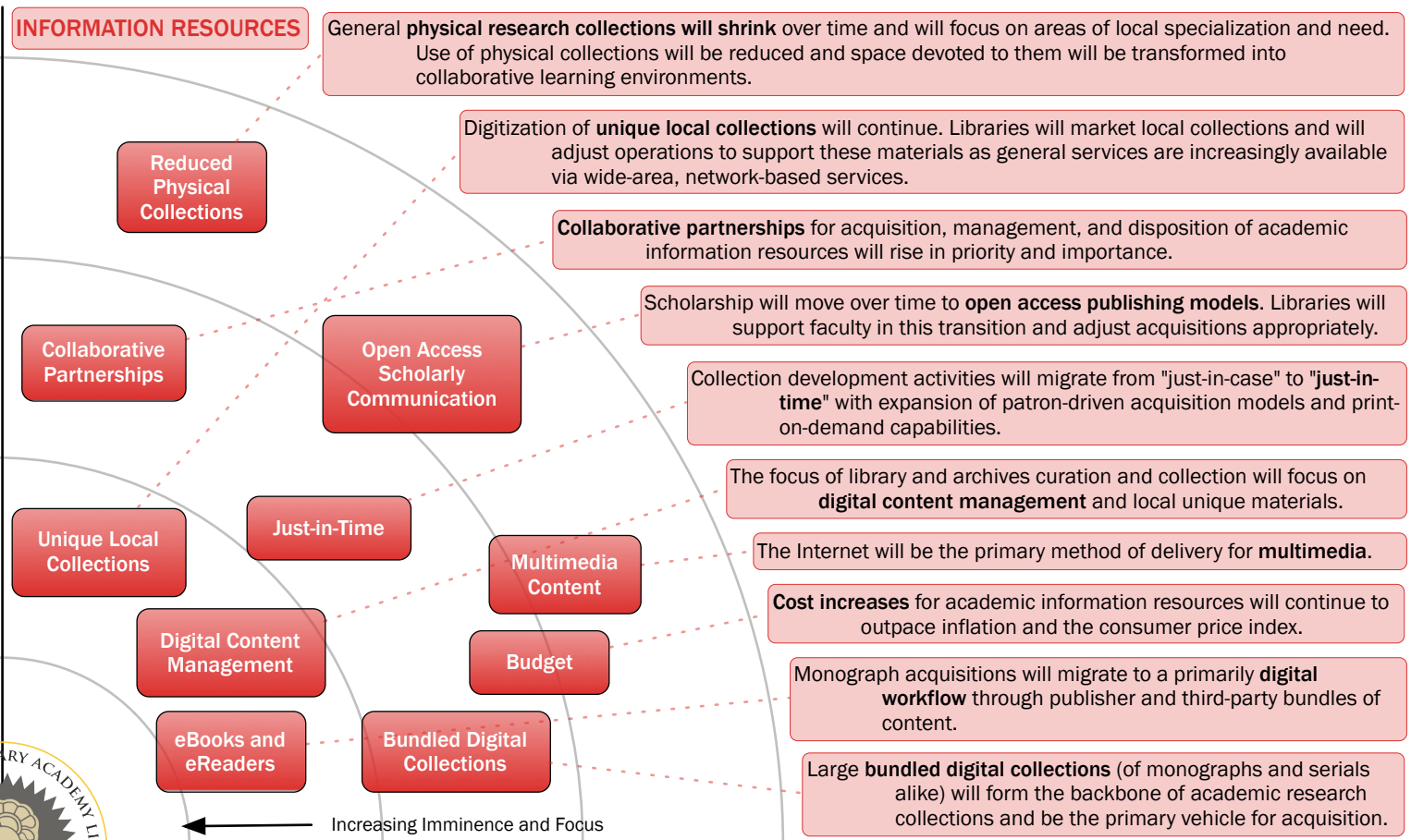
Mobile devices will be primary tools for the delivery of library and information services for staff and users alike. Collections and services will be customized to be delivered where and when needed via technology.

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 - 2015-2016



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

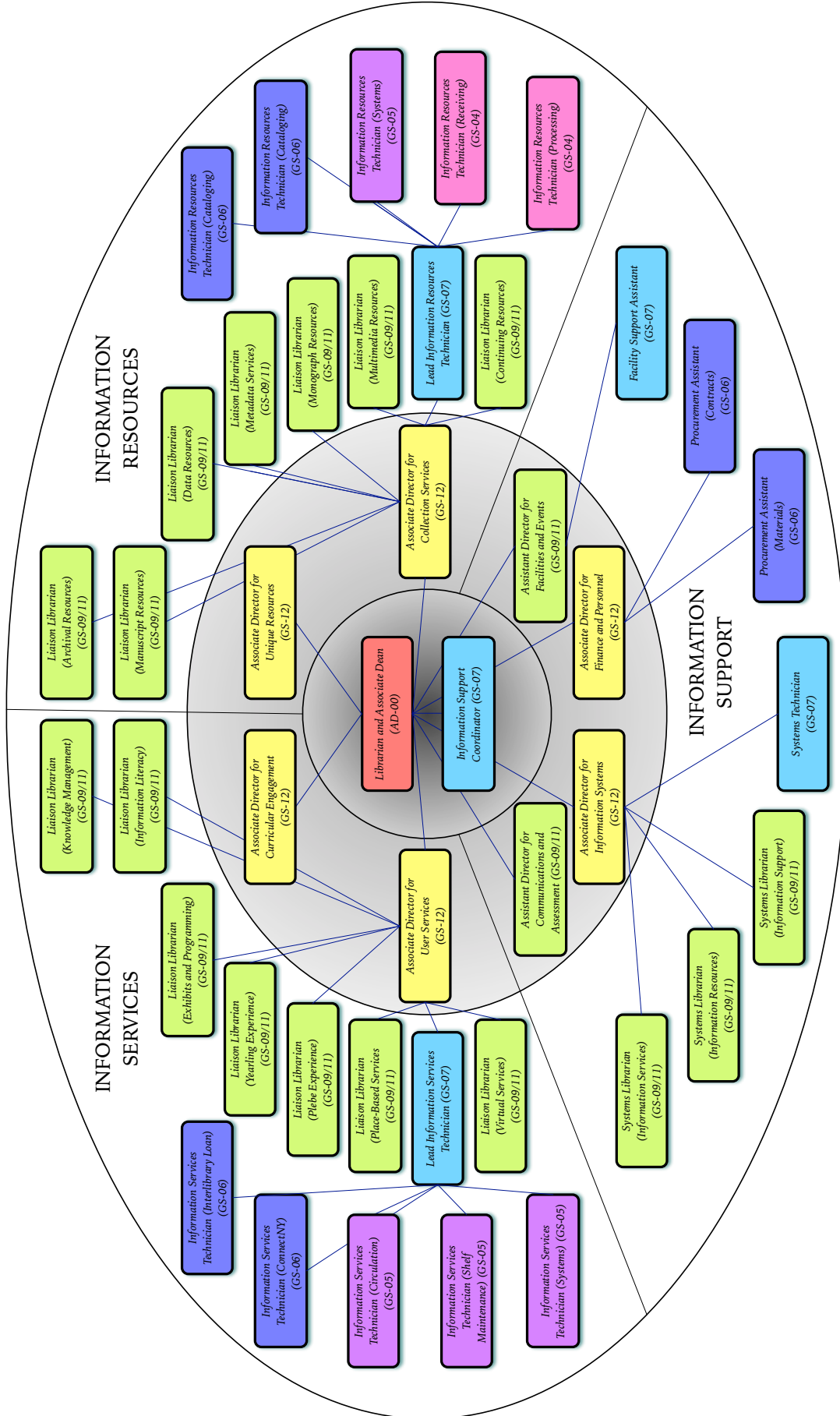
• **Install interpretative historical panels for the Class of 1975 Terrace.** This project is in final design, and awaiting approval by the Museum Historical and Memorialization committee. We hope to install the panels in the next year. **Ongoing.**

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

- **Develop and build our customer service skills.** We have had a range of discussions across the staff regarding customer service issues and training, particularly as it relates to how we design and deliver services on our primary service floor. Online training opportunities were provided and planning for a June event with an outside facilitator was completed. This objective will carry forward into the coming year in a modified form as we continue to discuss and evolve our overall service framework. **Ongoing.**
- **Develop a long-term plan to reorganize the structure and staffing of USMA Library.** Over the course of the academic year, we determined both guiding principles for our organizational design, as well as a conceptual framework for implementation through a series of staff-wide discussions. Initial plans for leadership design were also completed as we look to an initial realignment for the start of the 2015-16 academic year. Staff were invited to take the Strengthsfinder assessment to help start conversations regarding how each member of the team can contribute most effectively to our shared mission. The next phase of design will occur during the fall semester of the 2015-16 academic year as we work to further refine and implement staff realignment across the Library. The new organizational framework is illustrated to the right. **Ongoing.**
- **Develop a long-range and sustainable plan for human resources support in partnership with civilian personnel support organizations.** Given the personnel support work required for larger-scale organizational change, initial plans for support were undertaken this year with the Office of the Dean to manage a process for new position descriptions. Other support from civilian personnel remains marginal at best. **Ongoing.**

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

- **Define a marketing and outreach program and staff.** As a result of our staff reorganization we have designed a new position responsible for communications and assessment. This position has been prioritized for hire in the 2015-16 academic year. A new position description was created. This individual will have broad responsibility across internal and external communication activities. **Ongoing.**

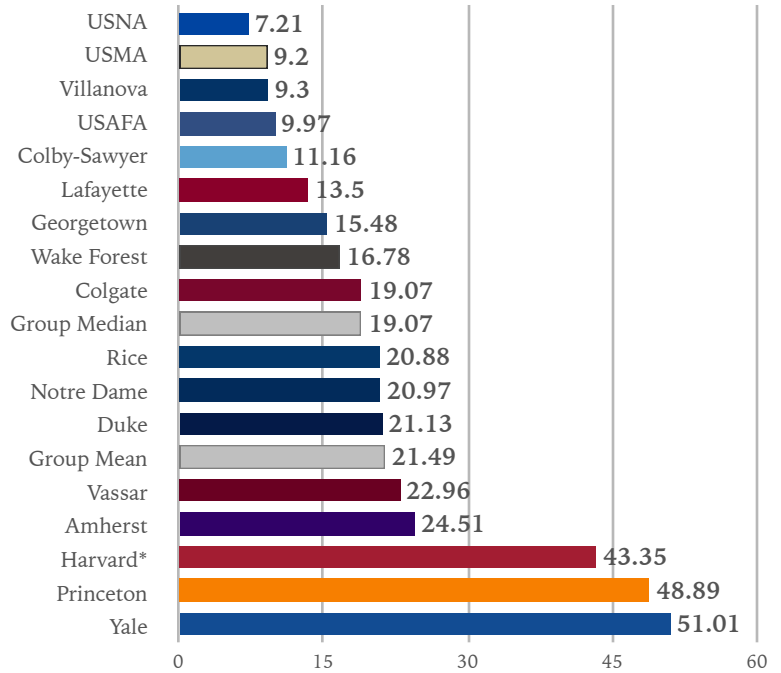


Best College Libraries

As ranked by 2014 Princeton Review

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

Library Staff per 1,000 Student FTE



\$1,427 & \$1,878

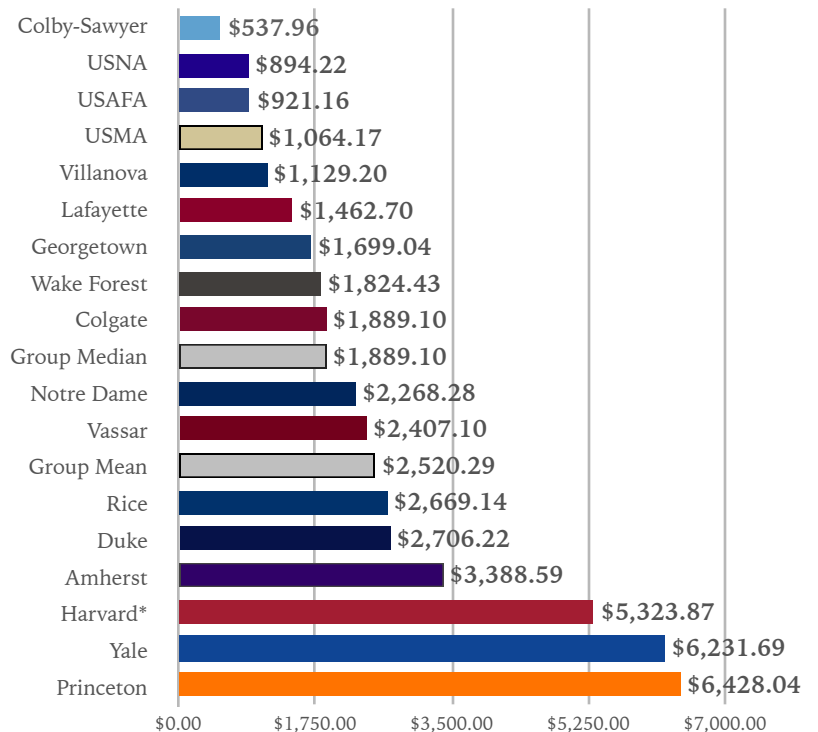
average cost for an online engineering journal, 2011 & 2015

Price Percent Change in 2014

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

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

Dollars Spent per FTE Student on Library Support

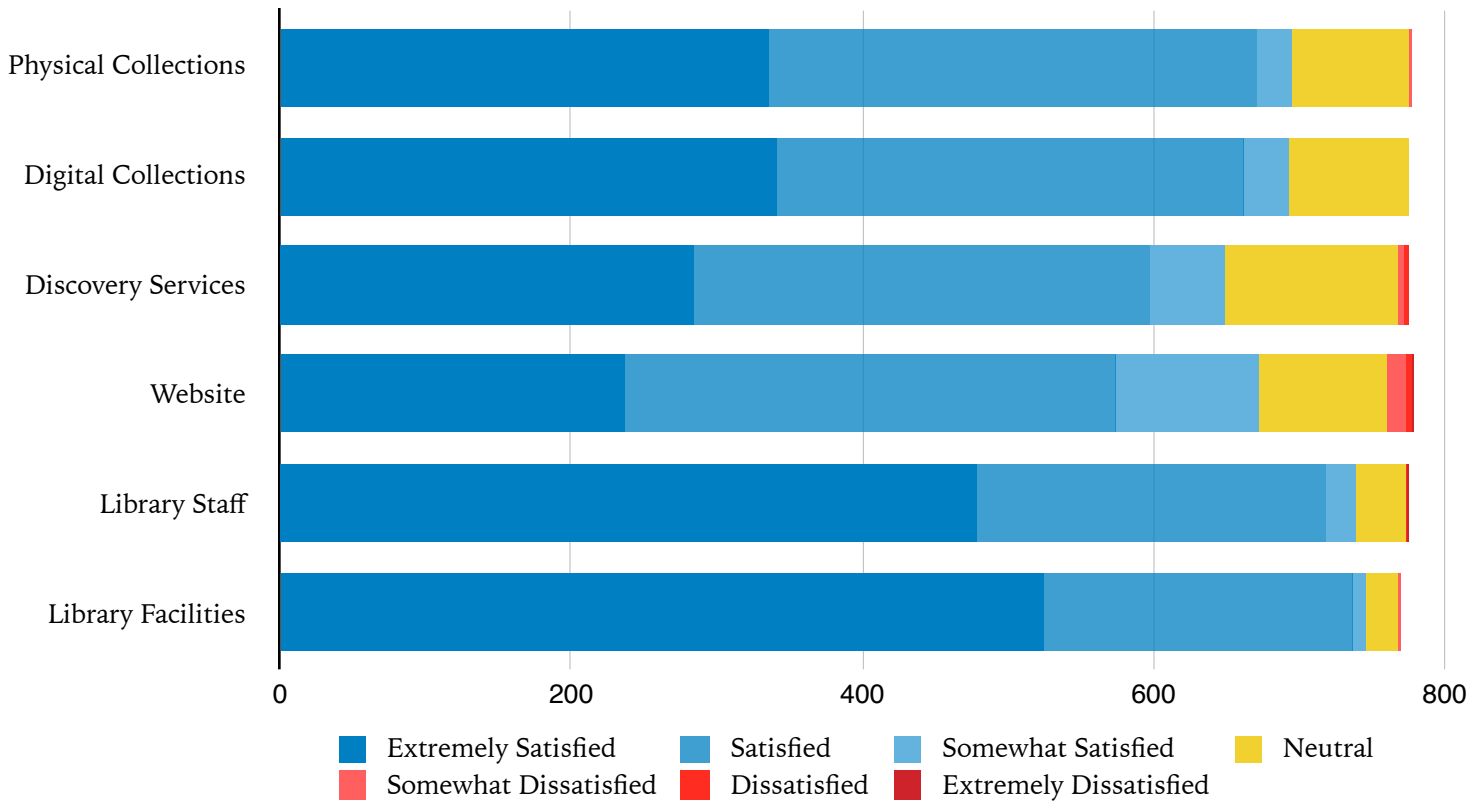


Source for both charts: National Center for Education Statistics (NCES) Academic Libraries Survey, 2012. * Harvard data from 2010.

Cadet Views on Library Service

781 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



Coffee Shop Hours	Individual & Group Study	Uniforms
<p>Cadet Comment: Every time it seems I want to go to the coffee shop, it is always closed. Can't you expand the hours?</p> <p>The café is run by the Directorate of Cadet Activities and is staffed by the folks who run Grant Hall. The hours they maintain for operations are based on what their staffing will allow as well as anticipated business in Jefferson. Though we do not directly manage this service, we will be happy to pass along the desire to have more availability in their Jefferson Hall location.</p>	<p>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.</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>Cadet Comment: 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

16

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

Mr. Michael Arden, Liaison to Social Sciences

Mr. Arden continued to maintain regular office hours in Lincoln Hall to support his department. This outreach built strong relationships among cadets and faculty and led to a significant number of liaison support interactions across the department. Mr. Arden helped to coordinate evening library skills clinics, in addition to coordinating collection development of multimedia titles for the Library. He also helped to coordinate professional development of our liaison staff by coordinating training on international relations theories with USMA faculty member Dr. Scott Silverstone.

Ms. Suzanne Christoff, Liaison to Law

Ms. Christoff provided training for faculty and cadets through new instructor briefings and instruction for LW310. This was an active year for collection development in Law as well, and saw work to inventory and reconcile the departmental library in addition to holdings in the general library collections.

Ms. Susan Lintelmann, Liaison to English and Philosophy

Ms. Lintelmann continued support for course-integrated instruction in EN101, EN102, EP351, and EP374. Many of these sessions included materials from our unique resources collections. She has also updated the Library's academic support statement for DEP.

Ms. Celeste Evans, Liaison to Physical Education

Ms. Evans has supported research inquiries regarding topics such as Muslim women in sports and the history of intramural sports at West Point in addition to revising the Library's academic support statement.

Ms. Lauren Hall, Liaison to Physics & Nuclear Engineering

Ms. Hall refined the Library's academic support statement while coordinating multiple efforts to build relationships with P&NE faculty.

Mr. Darrell Hankins, Liaison to Behavioral Science & Leadership

Mr. Hankins offered 27 instruction sessions in BS&L and created many course research guides and instructional lesson plans for courses. He is working in partnership with other faculty on the editorial board of a new PL300 textbook and serves on the Academy's Lifelong Learning Committee. Mr. Hankins is working to develop a Blackboard-based course for information literacy skill development for all cadets. He also participated in USMA's Master Teacher program in 2014-15.

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.

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

Ms. Mauldin-Ware collaborated with faculty to revise the Library's academic support statement, and maintained regular office hours in the department each week.

Ms. Laura Mosher, Liaison to Civil & Mechanical Engineering

Ms. Mosher has worked to provide faculty and cadet research support, in-class research instruction, new faculty orientation, and other areas. She also served on the ABET (Accreditation Board of Engineering Technologies) Committee, helping to prepare for the periodic review of USMA Engineering Technology programs by ABET.

Mr. Daniel Pritchard, Liaison to Departments of History and Military Instruction

Mr. Pritchard worked with the Department of Military Instruction library officer to create an academic support statement to support the Defense Strategic Studies (DSS) major. Course integrated instruction was offered for the first time in several classes including DSS 497 and DSS 320. Mr. Pritchard also selected over

500 books on current and historical military topics to support the Defense Strategic Studies and History curriculum.

Ms. Elaine McConnell, Liaison to Foreign Languages

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

Ms. Karen Shea, Liaison to Mathematical Sciences and Office of the Dean

Ms. Shea supported significant instruction events, notably for the Center for Enhanced Performance where we conducted our annual Poker Run sessions for cadets. Ms. Shea also provided support to USMAPS as they consider their library and academic support program.

Ms. Manja Yirka, Liaison to Chemistry & Life Sciences

Ms. Yirka delivered course instruction for several courses reaching a wide range of cadets while working to expand knowledge of electronic resources in chemistry to library and department personnel.



Mr. Thomas Lynch, Liaison to Systems Engineering

Mr. Lynch was active in participating in department events throughout the year, including new instructor orientation and other faculty social gatherings. He also offered research support and assistance to most of the Firsties working on the year-long capstone project and/or an individual thesis, as well as to both fall and spring semester Systems Engineering sequence mini-capstones. This is the major priority for the department as they seek to showcase and assess the skills of their graduates.

A Look Ahead: 2015-2016 Objectives and Initiatives

18

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

- **Finish redesign of primary service locations and duties on the second floor.** We will complete our work to build out our plan for services and transition to new models for staff support of users.
- **Offer a mobile app for interacting with library services.** We will plan and deploy a multi-platform app offering access to library services and a pathway for library communication with users.
- **Develop a marketing initiative around the value of library instruction.** We will work to design a marketing initiative to focus primarily on faculty in order to increase integration of library instruction within the curriculum.

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

- **Begin a project to expand bibliographic control over unique materials.** We are seeking additional funding to support much greater control over unique materials through contract work. This includes a focus on manuscript collections and finding aids.
- **Develop and implement spending plans for all library gift funds.** Now that several of our endowed funds have modified and broadened scopes, we will plan and design more comprehensive spending plans for these resources.

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

- **Occupy our service areas within Bartlett Hall North.** We will relocate operations to support our unique materials into the Bartlett Hall North facility once renovations are complete.
- **Institute a facility issue tracking system.** This will allow staff to easily track current/closed work orders regarding issues within Jefferson Hall in one central location (mobile/web-based).
- **Implement digital signage for better messaging and awareness throughout Jefferson Hall.** This will focus on entrances and the first floor rotunda, but may be expanded elsewhere. It will provide real-time event information as well as marketing for events in Jefferson Hall.
- **Expand public wireless access within Jefferson Hall.** We will continue to expand the ability for public access to external Internet services throughout open/meeting spaces within Jefferson Hall.

- **Plan for workspace redesign to support new organizational model.** We will develop a plan for staff workspaces in order to align with our new organizational design.
- **Install new access control systems through Jefferson Hall.** This will replace our existing proximity card system to integrate with the broader post access system. It will also allow us to better define our internal security perimeter and expand electronic access to areas of the facility not currently covered.
- **Plan for acoustic remediation on the first and sixth floors of Jefferson Hall.** This will involve planning to add cloth ceiling treatments for sound absorption throughout these spaces.

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

- **Expand our virtual services and infrastructure.** We will do a comprehensive review of how we deliver information via virtual services to better support both our users and our staff. This includes reconsidering our library FAQs, library instruction modules within Blackboard, digitally-based finding aids and research guides, as well as considering new web-based do-it-yourself tools and interfaces.

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

- **Expand our digitization program.** We will create a defined plan and path forward to systematically add unique resources to our digital collections for online discovery and delivery.

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

- **Expand technology and customer service skills across the staff.** The skills required for library staff are evolving to be more digitally-based. We will expand skills of staff to address this. We will also look at how we interact with users as well as with fellow staff members to maintain the highest levels of professionalism.
- **Implement organizational redesign within staff positions.** Rewrite position descriptions at the staff level and realign staff within new positions where appropriate.

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

- **Increase the number of staff who participate in external professional development opportunities.** We will continue to build leaders in information service by expanding the number of staff who are active in professional events both on state, regional, and national levels.



Program Review 2014-2016

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

FY2015 Appropriated Funds Allocation for Library Materials

Major Contracts for Library Content and Systems	\$1,694,000
Minor Contracts for Library Content and Supplies	\$132,000
Professional Development, Facility Support, Miscellaneous	\$274,000
TOTAL	\$2,100,000

United States Military Academy Library

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

