

## **Library, Archives and Museum Annual Assessment Report, 2004-2005**

### **I. Mission of the Library, Archives and Museum**

The Library, Archives and Museum are a major component of South Carolina's only state-assisted military college, The Citadel. They participate in the teaching, research, and public service programs of The Citadel: by providing scholarly information; by the acquisition, organization, management, preservation, and arrangement of collections for access and use; by provision of supportive reference and instruction services; and by a variety of cooperative and reciprocal programs in the local area, the region and the state.

As a collaborator in the process of teaching, research, and public service, they provide leadership in the use of information both on The Citadel campus and in the Charleston Academic Library Consortium (CALC), the local consortium of area libraries. The faculty and staff of the Library, Archives and Museum play an important role in improving the delivery, management, and use of information.

The Library, Archives and Museum will continue to be a place where information resources are physically and electronically available. The building is an important resource for study and research. However, through electronic networking we will seek ways to deliver information to users at the place and moment of need. As the campus leader in the acquisition, organization, and delivery of information, we face a significant challenge. That challenge is to deliver knowledge via new technologies and methods while continuing to support more traditional modes of scholarly communication, and to maintain and update an antiquated building.

The mission of the Archives & Museum is to preserve, interpret and make available for research use historic material pertaining to The Citadel as an institution in facilities adequate to insure the preservation of the collections.

The Archives was founded in 1966 when General Mark W. Clark donated his military papers to The Citadel. Today, there are over three hundred collections, which pertain to The Citadel or have military significance. Diaries, manuscripts, photographs are examples of the types of material in the Archives. Authors and scholars from the United States and Europe utilize the collections.

From 1956-1989, the Museum featured weapons and uniforms from various wars. In 1989, the mission of the Museum was changed to represent the history of The Citadel. Citadel artifacts, cadet uniforms and arms now comprise the collections. In 1990, a new museum was created which portrays the college's history from 1842 to the present as well as the academic, military, social and athletic aspects of Cadet life.

The Library, Archives and Museum will pursue a strategy of identifying and satisfying the information needs of The Citadel through investments in the facility, people, appropriate information technologies, and information resources. There are seven areas with specific goals.

- A. The provision of scholarly information through circulation and interlibrary loan;
- B. The acquisition, organization, and management of scholarly collections;
- C. The provision of research and reference services both to groups and one-on-one;
- D. The organization of networked systems;
- E. Public service through the Library Friends and the Museum;
- F. The provision of a usable, technologically sophisticated library building;
- G. The acquisition and use of archival materials relating to The Citadel.

## **II. Expected Results**

### **A. Circulation and Interlibrary Loan**

#### **Circulation**

Through the circulation process, the Library expects to manage its circulating materials so that they are successfully shelved, retrieved, circulated and returned by patrons. Our expectation is that students and faculty will be able to find materials themselves, be able to check them out and renew as necessary, and promptly comply with overdue notices.

- 1.) Student surveys should show that a majority of students can find 80% of the books, periodicals, and a-v materials for which they are looking.
- 2.) Circulation statistics should show annual loan levels of 40,000 or better.

#### **Interlibrary Loan**

The Library expects through the inter-library loan process to secure the quickest possible access to needed resources, not owned by the Library, and to lend resources to other libraries as our collections permit.

- 1.) Through the U.S. mail, local courier service, fax, e-mail and private vendors, the Library should be able to borrow 90% of the books and articles requested by faculty and students, and secure articles within 3 days and books within 8 working days.
- 2.) Through the new ILS and the ALPSC consortium, students should be able to borrow any book held and “available” in the consortium through an overnight courier.

### **B. Provision of Scholarly Collections**

The Library expects to acquire and manage library collections in all formats so that the collection is responsive to the teaching and research needs of The Citadel community.

- 1.) Surveys should show the Library has the required resources for research.
- 2.) Collection statistics should show the yearly addition of at least 3,000 items and a total collection of over 330,000 ACRL items.
- 3.) Electronic, full-text databases should, where feasible, replace print serials and microfilm.

### **C. Bibliographic Instruction and Reference Services**

Through Reference and Bibliographic Instruction the Library expects to teach faculty and students how to use library information sources, and to select those Internet resources have scholarly value.

- 1.) Surveys should show that students can find articles and books.
- 2.) Pre- and post- BI tests should show that students have an adequate knowledge of the search process.
- 3.) Computer based logs of database hits should show that students and faculty are using electronic databases to meet their research needs.
- 4.) Reference queries should average 600 a week.

### **D. Networked Systems**

Through electronic networked systems, including our on-line catalog, our Web Site, and our Intranet, the Library optimizes the control and organization of print and electronic collections to assure ease of access by our on and off campus users.

- 1.) Surveys should show users find our Web site and other access tools easy to use.

### **E. Public Service through the Friends and the Museum**

The Library's public services are intended to enhance the cultural life of The Citadel community, providing a link to the City of Charleston and Citadel alumni. The Museum should be a stellar showcase of the life and history of The Citadel

- 1.) Attendance at Friends' events should be 3,000 per year
- 2.) Visits to the Museum should be 12,000 per year.
- 3.) Museum exhibits should be updated and expanded.

### **F. Building That is Functional and Technologically Sophisticated**

The Citadel expects to provide its community a quality place for study and research.

- 1.) User surveys should show that the Library functions well for study and research.
- 2.) A 37,000 square foot building expansion and renovation should be completed as soon as funds can be raised to complete this project.

## **G. The Archive and Museum**

The Archive provides unique collections of Citadel history and lore.

- 1.) It is expected that the collections will be used by researchers.
- 2.) Collections should be expanded within scope.

## **III. Assessment Tools**

### **A. Circulation and Interlibrary Loan**

- 1.) Circulation and Interlibrary Loan Statistics
- 2.) "A" Company Survey, Spring 2005
- 3.) Freshman pre- and post-test, 2004-2005

### **B. Provision of Scholarly Collections**

- 1.) Cataloging Statistics
- 2.) Materials Expenditures Statistics
- 4.) "A" Company Survey, Spring 2005
- 5.) Freshman pre- and post-test, 2004-2005

### **C. Bibliographic Instruction and Reference Services**

- 1.) Reference Tally
- 2.) Bibliographic Instruction Statistics
- 3.) Freshman pre- and post-test, 2004-2005
- 4.) "A" Company Survey, Spring 2005

### **D. Networked Systems**

- 1.) Database Hits Report
- 2.) "A" Company Survey, Spring 2005

### **E. Public Service**

- 1.) Attendance figures at Friends' events
- 2.) Museum attendance

### **F. The Building**

- 1.) Building Use statistics
- 2.) Comments "A" Company Survey, 2004-2005

## **G. The Archives and Museum**

- 1.) Number of visiting scholars, and research questions
- 2.) Additions to the collections and exhibits

## **IV. Library, Archives and Museum, Assessment and Accomplishments, 2004-2005**

### **A. Information Services through Circulation and Interlibrary Loan**

#### **Circulation and Interlibrary Loan Statistics:**

- Total items circulated, 45,655 (43,489 last year).
- (28,222 books/a-v; 1,504 serials; 7,000, books used in house; 5,002 ILL items loaned (2,565) and borrowed (2,437).
- 943 items placed on reserves.
- 19 hours of recorded programming.
- 114,196 (114,873 last year) daily visits with Monday, Tuesday, Wednesday and Thursday as busiest days, and nights from 8-10 as busiest hours.
- 1,774 public uses of computers.
- 14 laptops circulated a total of 2,414 times

#### **Assessment**

- 1.) Library resources (books, databases and journal articles) were used to complete assignments by 82% of Cadets, and 77% found the book collection adequate for their research needs, while 73% found the indexes and databases adequate. (“A” Company Survey, Q3, 4, 5) Cadets know the databases they use by name and are eager for more full-text databases, complaining about those disciplines where they think we are deficient. (“A” Company Survey, Q5, 11). Cadets use full-text databases and 96% report that they “supply the information they needed.” (“A” Company Survey, Q13)
- 2.) Overall visits to the Library fell to 114,196 from 114,873. Two factors explain this: 1) Electronic materials held by the Library were available in the Barracks; 2) Students dislike wearing their uniform back to the Library in the evening. The “A” Company Survey showed that 81% of respondents studied in their room, and only 7% studied in the Library. (“A” Company Survey, Q19) Their comments about coming to the Library for ESP are telling: “I catch too much crap if I try to leave for ESP.” “I can kick my feet up on my rack, and can wear PTs.” “Easiest place to study; it takes too much time to sign out.” “Comfortable and in PTs.” “I study in my room because a lot of times I feel more comfortable to study in PTs and not in a uniform. If the Cadets could study in the library wearing PTs I would be over in the library a lot more.” In response to the question, if you do not study in the Library, why not, 48% responded that they do not study in the Library because they can not wear PTs. (“A” Company Survey, Q23) Commandant Mace captured it completely with these words: “If a student is out of the Barracks after the all-in formation, he or she should have a pretty good excuse/explanation.”

With this attitude it is truly amazing that the Library has any students other than graduate students in the evening hours.

### **Accomplishments**

- 1.) The Library purchased and installed modern security gates at the front entrance greatly increasing our control over our inventory.
- 2.) The Library began electronic delivery of interlibrary loan requests. It implemented a document delivery system that is popular with faculty and students. Articles, when received, are placed on a server and an email sent to the patron telling them it has arrived. They are able to log in and view or print their articles from home or office.

## **B. Provision of Scholarly Collections**

### **Collection Statistics:**

- Total ACRL holdings of 368,024 (365,914 prior academic year):
- 196,555 books (197,155 prior year); 20,249 paper government documents, (19,942 prior year); 1,175,029 microforms; 1,590 maps; 2,548 videocassettes; 2,163 music CDs; 504 serial subscriptions; 17,552 bound serial volumes.

### **Collection Expenditures:**

- Total expenditures of \$513, 073
- Print (monographs & periodicals) \$228,266
- Microform, \$47,163
- Electronic databases, \$226,868
- Audio-visual, \$10,775

## **Assessment**

### **1.) Increase in Available Journal Titles through Electronic Databases**

During the period 2000-2005, Daniel Library has increased scholarly journal titles available to students and faculty from 831 to over 16,000. This exponential improvement in educational support has been accomplished by shifting acquisitions money from print subscriptions and books to electronic databases. The Citadel Foundation launched the process with a grant of \$50,000 to purchase *JSTOR*, a large, respected interdisciplinary full-text journal collection. The Foundation has continued to support the Library's efforts with \$50,000 per year, permitting the Library to add large collections this past year such as Jane's and Wiley Interscience. The Citadel is paying for a fraction of the actual cost of many of these databases, as we have taken advantage of the Carolina Consortium, and SOLINET which give group discounts.

### **2.) Student Assessment**

Students in the “A” Company Survey easily identify the full-text electronic databases they use. They refer by name to LexisNexis, JSTOR, InfoTrac OneFile, Science Direct, SPORTDiscus, Oxford English Dictionary, MLA International Bibliography, Academic Search Premier, America: History and Life, Biography Resource Center and Marquis Who’s Who, Business & Industry, Business Source Premier, and Criminal Justice Periodical. (“A” Company Survey, Q11). They complain loudly if they have trouble finding the full-text article, a problem the new Millennium system will fix by making the link between citation and article less difficult to find. “PsychINFO and PsychArticle are great databases, and have any and every journal article one could ever need, but they never have full-texts available! I always get frustrated with abstracts and had to get interlibrary loans which might take 4 days or 2 weeks!” (“A” Company Survey, Q5) Finally, 96% of students state that these databases supply the information they need. (“A” Company Survey, Q13)

### **3.) The Library and the Campus are Better Academically because of Electronic Access**

Electronic access has increased the number of scholarly journal titles available to over 16,000 titles. Electronic access enables students and faculty to complete research wherever and whenever the need arises: barracks, offices, and homes; even overseas.

Documented use of electronic databases at The Citadel bears out the Library’s decision to reallocate resources from paper to electronic databases. At the end of fiscal year 2001, database searches totaled 173,000. Data base searches for fiscal year 2004-2005 were 238,729. This is a 10,000 increase from the prior year. Some of the heaviest used databases include: Gale Biography Resource Center (18,083), Academic Search Premier (27, 893), Business Source Premier (18,731), ERIC (9,735), MLS International Bibliography (12, 820), PsyINFO (7,923), JSTOR (20,396), Academic Universe (23,895), ProQuest Education Journals (11,768) and FirstSearch (12,733), Jane’s (2,616 sessions).

### **Accomplishments**

- 1.) Over 80% of all print acquisitions and renewals were based on specific requests from departments, teaching faculty, and students. This was a major move away from the use an approval plan for acquisition of resources. This narrowed focus for the purchase of print material allowed the Library to meet all faculty requests for material and at the same time to transfer additional resources to electronic full-text databases. Specifically, the Library acquired Jane’s defense and foreign relations database online, and it was widely hailed as an important new resource by Political Science and all the ROTC Departments. The Library also vastly improved its resources for Civil and Electrical Engineering by the purchase of IEEE X-PLORE for Electrical Engineering, Computer Science, and Physics. In addition, Academic Search Premier was purchased and has full-text journals for Civil Engineering.

- 2.) The Library continued its efforts to acquire significant resources through state-wide consortia and through SOLINET. These buying pools greatly extended The Citadel's buying power.
- 3.) The Library has decreased the size of its print collections by major "weeding" efforts in the past two years. This year we withdrew over 3,700 volumes while adding only 3,100 volumes. The Library has no room to put any additional volumes. For every new volume or title purchased, we must withdraw a volume or title.
- 4.) This was the year of the database clean-up in anticipation of Millennium. The database was purged of duplicate and unused records, invalid MARC record tags and fields were deleted, and all science and engineering journals were inventoried.

### **C. Bibliographic Instruction and Reference Services**

#### **Bibliographic Instruction Statistics:**

- 228 classes (210 last academic year) taught, reaching 5,121 (4,750 last academic year) students.

#### **Reference Statistics:**

- 10,439 (12,986 last academic year) questions answered in person; 187,(401 last year) Ask A Librarian electronic questions.

#### **Database Searches:**

- A total of 238,729 (228,411 last academic year) searches.

### **Assessment**

#### **1.) Students have multiple research assignment and BI Classes.**

In 2002 library faculty embarked on a four-year project of conducting annual focus group sessions involving a cadet living group to track a large, diverse set of undergraduates, with the intent of gaining insights about how students' research needs, change from freshman to senior years. This group, Alpha ("A") Company, consists of about 100 students, first- years through seniors, representing all academic majors.

These students had significant numbers of research papers, and receive library instruction aimed at teaching them how to identify, use, and cite information resources. Results from the 2005 Focus Group show 94% of students had at least one assignment requiring information gathering. Of these, 64% had 2-5 such assignments and 14% had more than 5.

80% of students participated in a library research instruction sessions in the past year. Of that group, 58% had from 2 to 5 library instruction sessions.

## **2.) Library Instruction Improves Student Research Skills**

Cadets in Cit 101 and graduate students in Education 512 and 549 have experienced considerable improvement in their research skills as a result of library instruction sessions. For both groups the percentage of correct responses increased from pre-test to post-test for questions on locating books and articles. For locating books, the percentage of right answers increased from 47% to 50% for freshmen, and from 40% to 60% for graduate students. For locating articles, the percentage of right answers increased from 44% to 59% for freshmen and from 60% to 73% for graduate students. These improvements are statistically significant.

## **3.) Library Instruction Improves Research Skills When Repeated in a Course**

Weekly library instruction as a part of PSCI 101 showed that information literacy greatly improved when included throughout a semester as part of each course assignment. In this class of eight weeks each assignment included a library component and an instruction session. Students scored a 64% on the pretest, and a 77% on the post-test, showing a 22% increase in their ability to identify key words and concepts required for locating specific information, the use of Boolean operators to structure appropriate search strategies, and improved ability to identify appropriate resources to find needed information.

## **Accomplishments**

- 1.) Librarians spent significant time in the development of online “Research Guides and Databases by Discipline.” These very key web site finding guides are essential starting places for all research.
- 2.) *The Killer Angels* by Michael Shaara was the common reading program for all freshmen. The Library developed a research component to accompany that book and to look at leadership as found in *The Killer Angels*. Students were randomly grouped to study leadership by the various commanders. Librarians developed a study packet for students to use as they looked for secondary and primary resources. Students then did annotated bibliographies, class presentations, or wrote papers. Librarians purchased, identified and made resources accessible, and then taught students how to use them.

## **D. Networked Electronic Systems**

- **Network Statistics**

238,729 database searches; 65,429 database sessions.

## **Assessment**

- 1.) Students discovered the library's new wireless and laptop service and used it extensively. "A" Company respondents (81%) were aware that the Library had laptops that could be checked out, and 40% said that they had taken advantage of the new service. ("A" Survey, Q32, 33)
- 2.) Students had many suggestions for making our computer services better, and they included making the web site more user friendly, having color printers, expanding the wireless network to the entire campus, having computers with speakers, having more computers, having more laptop computers, putting PowerPoint and word on all computers, and speeding up the response time of our Internet.

### **Accomplishments**

- 1.) This academic year was a key planning year for the installation of a new ILS, III's Millennium. The Citadel expended \$146,985 toward the purchase and installation of this new system. The planning effort has been monumental, including over 20 conference calls, and 18 trips to either Columbia or the CofC in Charleston. These calls and trips included developing specifications, reviewing the submissions for the RFP, and selecting the system. This was followed by training sessions on all modules that have included the majority of the Library's faculty and staff. Both the patron file and the database have been purged and verified in anticipation of our migration to the Millennium system.
- 2.) We had a major the extension of the wireless network throughout the Library, and a significant improvement of the telecommunications and electrical wiring on the north end of the building.

## **E. Public Service**

### **Accomplishments**

- 1.) The Daniel Library Friends hosted 17 cultural programs that were free and open to the Charleston community. All programs were heavily attended.
- 2.) The Library raised significant amounts of new money through the Friends. The Friends Endowment stands at \$120,000 with \$20,000 in new money, and over \$15,000 raised through the Memorial Garden Tour. There are over 600 members of the Friends.
- 3.) The Emily Whaley Memorial Garden Tour was extremely successful. Eighteen gardens on Church and East Bay were visited with a reception at Alkyon Arts and Antiques. Over 250 individuals paid for tickets.
- 4.) A fall Plantation tour to Medway and Mulberry Plantations was a big hit.
- 5.) Two very successful Patio Performances were held with large Cadet audiences.

## **F. The Building**

### **Assessment**

- 1.) Librarians met on February 18, 2005 for a day-long work shop on the building with Ms. Shawn Tonner, a building consultant. Every aspect of the building was examined. The group concluded that since 1996 efforts to improve the comfort, appearance, usability, collection space and seating areas had perhaps been counterproductive. Because the Library had been “improved” in every one of those aspects, the grim reality of the deficiencies of the building in terms of infrastructure (heating, air conditioning, lighting, wiring, and telecommunications) student space, collection space and staff space had been masked. We concluded that the Band-Aid approach had been counterproductive.
- 2.) The Library learned that it had been removed from the campus number one priority for State Bond funding for expansion and renovation. With help from Doug Snyder, of The Citadel Board of Visitors, and Provost Steven, the Library was made a major part of The Citadel Foundation’s Capital Campaign. The Library Director was included in a day long Foundation Board planning session where the needs of the Leadership Center at The Daniel Library were projected. A new approach was developed with the title of The Leadership Center at The Daniel Library. This new approach promised to favorably connect the library expansion and renovation with The Citadel’s multifaceted efforts for a viable and vigorous leadership effort. Planning efforts resulted in a colorful brochure that outlined a campaign of \$9,500,000 roughly divided between new construction and renovation.
- 3.) Because of evidence of solid mold throughout the Library we requested that the air in the Library be sampled for mold. On March 24, 2005 Trident Environmental submitted their report concluding that there was not air born mold in the Library, but pointing out that there were “massive” concentrations of mold in the droppings all over surfaces in the Library.

### **Accomplishments**

- 1.) As a result of the report by Trident Environmental, the Library and the Provost Office came up with the necessary \$10,000 to fully vacuum the air-conditioning ducts on the Library’s first floor. It is realized that this must be done in the entire building.
- 2.) Despite a finding that there were significant amounts of asbestos under the Library, the Library contracted with a local company to rewire the north end of the building on the 1<sup>st</sup> floor to provide sufficient telecommunications for internet reception at our public computers.

- 3.) Wireless capability which has been extremely popular has been extended throughout the building.

## **G. Archives & Museum**

### **Assessment**

- 1.) From June 1, 2004 through May 31, 2005, seven thousand nine hundred sixty six visitors toured the Museum.
- 2.) Eight hundred seventy six requests for information were received, researched and provided responses.
- 3.) One hundred three researchers personally visited the Archives to research the collections.
- 4.) Forty individuals and organizations requested photographs from the collections.

### **Accomplishments**

1.) Material from the Archives & Museum is researched and provided on a regular basis to authors, film producers, television networks, museums, Citadel administration and students. The authors, organizations and museums have credited the Archives & Museum which results in publicity for the department, the collections and the college. The collections were used in the following projects:

- James D. Hornfischer. *The Last of the Tin Can Sailors: The Extraordinary World War II Story of the U.S. Navy's Finest Hour*. Bantam Dell Publishing Group, 2004.
- William H. Buckley. *The Citadel and the South Carolina Corps of Cadets*. Arcadia Publishing, 2004.
- Sheila Hempton Watson. *South Carolina Ports: Charleston, Georgetown and Port Royal*. Arcadia Publishing, 2004.
- James Lee Conrad. *The Young Lions: Confederate Cadets at War* Paperback edition by the University of South Carolina Press, 2004
- *1958 Citadel Homecoming Football Game and Suzy Q.*. WCBD News 11/12/04.
- Centennial of American Red Cross, Carolina Lowcountry Chapter. Exhibit commemorating anniversary, 2005.
- *Welcome Home Soldier, Statesman, Citizen: Ernest F. Hollings*. Exhibit at the Harbor Club and Charleston Metro Chamber of Commerce, January 13, 2005.
- Lt.Col. John M. Carah, USAF, Ret. & edited by Warren B. Carah. *Achtung! Achtung! Die Flugfestungen Kommen! Memoirs of WW II*. WBC Marketing Group, 2005.

- Ralph Bailey, Kristrina A. Shuler, Eric Poplin. *Cemetery Relocation at Site 38CH1648 Johnson Hagood Stadium The Citadel Charleston, South Carolina Draft Report*, Brockington and Associates, Inc., February 2005
- Robert R. McCormick- *A Celebration of his Life and Legacy: The History of the McCormick Tribune Foundation*, The McCormick Tribune Foundation, 2005.
- Harry Van Bergen. *Thomas Dry Howie Memorial Carillon*, Belton DVD, March 2005.
- *Everybody did Something – Charleston Remembers World War II*. Exhibit at The Charleston Museum. May 7, 2005 – February 26, 2006.
- Andy Solomon. *Col. Mac was Truly One of The Citadel's Best*. The Blue and White April 2005. The Official Monthly Newsletter of The Citadel Brigadier Foundation.
- Peter Hildebrandt. *Demolishing the Law Barracks at The Citadel*, Hard Hat News, May 2005.

## 2.) Mark W. Clark Collection

- Gen. Clark's trench coat was loaned to The Phoenix Art Museum in Phoenix, Arizona for the exhibit on the history of the trench coat. The exhibit in the Fashion Design Gallery is from February 19, 2005 through June 19, 2005.
- To commemorate the 50<sup>th</sup> anniversary of the signing of the Austria State Treaty in 2005, a DVD was made featuring General Clark's role in Austria from 1945 through 1947 and loaned to the Belvedere Palace in Vienna.

## 3.) Exhibits – Citadel Museum

- Two new display cases have been made for the Museum and *The Citadel Corps of Cadets and The South Carolina Inter-State and West Indian Exposition* is a new exhibit. The Exposition was held from Dec. 1, 1901 to June 1, 1902 on 250 acres in the northwestern section of Charleston. Artifacts and photographs from the collection provide a glimpse of the beauty of The Exposition and The Citadel's role in the event.
- The flag of the 2<sup>nd</sup> Regiment South Carolina Volunteers in Kershaw's Brigade and rescued by Samuel G. Pinckney, x-class of 1864 has been placed on display in the 1861-1865 section of the Museum.

## 4.) Donations

Twenty-two individuals donated material to the Archives & Museum from June 1, 2004 through May 31, 2005. Items included a memorandum written in 1976 by Gen. James A. Grimsley concerning the Fourth Class System Loss Rate, sword used from 1885-1890 by Citadel Superintendent Gen. George D. Johnston, Star of the West medal, slides 1955-1959 of The Citadel campus, lapel pins worn on white uniform from 1942-1951, Citadel swords 1932 and 1939, football, baseball and basketball programs 1992-2001, newspaper clippings re the 1961 reenactment firing on the Star of the West, Minutes of the Board of Visitors 1999-2002. Donations are

acknowledged, accessioned and catalogued and donors sign and return gift agreement conditions for the Archives & Museum records.

### **5.) Tours**

The Director of the Archives & Museum provided guided tours of the Museum for the Air Force Junior ROTC 6/17/04, Museum Guard orientation 6/15/04, 7/22/04, 2/2/05, Jeff Shaara 8/24/04, Citadel 101 Class 10/20/04, Mr. Martin Blumenson 10/24/04, Citadel Foundation Donors 11/5/04, Mr. Samuel Husbands 11/30/04, Military Librarians 12/10/04, Charleston, Archives, Libraries & Museum members 1/20/05, Shawn Tonner 2/27/05, Charleston Public Works Staff Members 5/26/05.

## **Strategic Plan, Daniel Library, 2005-2006**

### **I. Administration Goals and Objectives**

#### **A. Goal: Work with the Citadel Foundation for the Library Campaign to raise \$6 million to expand The Leadership Center at the Daniel Library:**

Objectives:

1. Appoint and cultivate a Library Campaign Board.
2. Visit at least four potential donors a month, September through May.
3. Consider foundations and grants as potential sources of funding.
4. Develop a library program for the new facility.

#### **B. Goal: Renovate the Daniel Library so that it is conducive to study, serves as a gathering place, and has a healthy environment**

Objectives:

1. Work with the Physical Plant to Improve the Heat and Air conditioning system, including vacuuming ducts on all floors and installing humidity controls as possible. Cost of **\$12,000**.
2. Consider installation of Micro Mesh blinds on the western side of the building to control heat and light.
3. Investigate the replacement of all first floor carpet with carpet squares.
4. Implement a Library Café with the assistance of ARAMARK. **\$70,000**.

#### **C. Goal: Improve and develop library faculty and staff.**

Objectives:

1. Consider upgrades and job rewrites for staff as appropriate.
2. Encourage faculty to apply for promotion and tenure as appropriate.
3. Encourage faculty to apply for Faculty Research and Development grants and to produce quality research and writing as a byproduct.
4. Securing funding to convert the Head of Technical Services to a Library Manager I.

**D. Goal: Promote the Library as a source of culture for The Citadel community**

Objectives:

1. Host at least 17 Daniel Library Friends Events.
2. Host special events for groups of students, including Patio Performances.

**II. Access Services Goals & Objectives**

**A. Goal: Assure sufficient full time and temporary staff to keep Circulation staffed.**

Objectives:

1. Seek an additional **\$6,000** in temporary assistance for Circulation.
2. Seek a new position, Library Technical Assistant, **\$18,353** for Circulation.

**B. Goal: Successfully migrate materials charging and other circulation functions from DRA Classic library system to Innovative Millennium library system.**

Objectives:

1. Track circulation statistics by patron type and compare with prior year's.
2. Utilize Millennium's capability to send pre-due date "courtesy" notices to help prevent over-dues.

**C. Goal: Continue working with College of Graduate & Professional Studies to improve services for graduate students at beginning of semesters.**

Objectives:

1. Seek permission to validate student ID cards at the library (e.g., with sticker).
2. Disseminate information about need to carry student ID cards in order to use library services, especially reserve materials, charge materials, and access to databases from off-campus.

**D. Goal: Improve access to electronic loans for all patron types.**

Objective:

Update computer hardware and software as required, expanding access to "virtual delivery" of journal articles, to faculty, graduate students, and cadets.

**E. Goal: Consider adding serial holdings information to OCLC, to improve our ability to loan journal articles.**

Objective:

Investigate feasibility (financial, staff time) of enhancing our OCLC records. Is it something EBSCO or OCLC could do for us with just a file transfer?

**F. Goal: Prepare for universal borrowing and lending with S.C. academic libraries.**

Objectives:

1. Procure supplies and procedures' lists from "test libraries" and delivery service.
2. Track borrowing and lending statistics by patron type and library using Millennium library system.

**G. Goal: Meet the information needs of Citadel students and faculty by providing scholarly collections supporting the curriculum.**

Objectives:

1. Seek an additional **\$30,000** to assure database coverage for all disciplines. e.g., *Black Drama* and *Black Thought & Culture* for African American Studies.
2. Seek **\$21,000** to cover inflation in resources budget.
3. Use Database Team for evaluation and decision-making for database acquisition.
4. Continue to enhance African American collections by adding books and documents on microfilm.

**H. Goal: Successfully migrate ordering and invoicing procedures from Access database to Millennium library system.**

Objectives:

1. Make "on order" items available in public catalog to improve information to teaching faculty and to enable patrons to place holds on items.
2. Use Millennium to post new arrivals lists and track use of purchased materials.

**I. Goal: Consider workflow changes for serial and database subscription maintenance.**

Objectives:

1. Consider Millennium's Electronic Resource Management module for database subscription maintenance.
2. Create flow chart for journal subscriptions and determine if there is opportunity for improvement.

### **III. Systems & Computing Goals and Objectives**

**A. Goal: Fully implement III integrated library system.**

Objectives:

1. Coordinating the migration, assisting departments in training for each module.
2. Upgrade computing in each department so that the new client can be used efficiently. Purchase 20 Gateway E-4300 computers for a total of **\$26,600**.

3. Upgrade data wiring in Technical Services to increase throughput. Cost, **\$4,000.**

**B. Goal: Work with Reference & Instruction to enhance library services.**

Objectives:

1. Utilize Dr. Haywood's gift of **\$10,000** to purchase hardware and software to create three multimedia workstations in public area with productivity software.
2. Extend wireless at a cost of **\$750** on 1<sup>st</sup> and 2<sup>nd</sup> floor of Library.
3. Purchase equipment, at a cost of **\$950** to mobilize Bibliographic Instruction.
4. Explore the possibility of using III Patron Database as point of authentication for all online library services (ILL E-Delivery, Indexes & Databases, and Electronic Reserves)—one user ID and password for library services.

**C. Goal: "Renovate" library website.**

Objectives:

1. Incorporate features of Millennium (WebBridge, MetaFind, and OPAC)
2. Explore use of Cascading Style Sheets to enhance site and simplify updates.
3. Explore use of blog (web log) to make patrons aware of library services and to receive feedback from patrons.

## **IV. Reference and Instruction Goals and Objectives**

**A. Goal: Continue to refine library instruction program to improve student learning.**

Objectives:

1. Enhance instruction areas in library (Library Instruction Lab, Seminar Room, and Board of Visitors Reading Room) by mobilizing projection capability, reconfiguring furniture in Seminar room, and providing a teacher desk.
2. Compose and send semi-annual library resources and services letter to faculty.
3. Work with Provost's office to implement library segment of CIT 101 by revising as needed, and administering a pre and post test.
4. Review library role in freshman academic orientation.
5. Participate in College Fair for freshmen parents.

**B. Goal: Reach out to users to promote library resources and enhance student learning.**

Objectives:

1. Work with Writing & Learning Center, OASIS, and targeted academic departments (especially PYSC, BADM) to provide training classes for graduate assistants and tutors.

2. Work with CGPS to improve services to distance students at Low-country Graduate Center (LGC).
3. Work with Naval Science to develop orientation for new active duty students.
4. Set up information sharing luncheon with Honors Program students.
5. Seek greater library involvement in the curriculum by working with individual faculty members (for example, in course management software).
6. Continue to meet individually or in small groups with faculty to keep the Library abreast of changes and innovations in teaching patterns on the campus, and to increase awareness of library based assignments. Target non-using faculty. Target English faculty for discussion of Literature Resource Center.

**C. Goal: Assess instruction programs outcomes.**

Objectives:

1. Implement year 3 of PSCI 101 study.
2. Implement year 5 of A Company focus groups.
3. Continue to assess information literacy of freshmen through pre and post-testing using instrument developed in 2004.
4. Assess information literacy of students in History 203 (Historiography) and do an assessment of those students' capabilities.
5. Develop focus groups with active duty students.
6. Develop focus group with Honors Program students.

**D. Goal: Serve the information needs of Citadel students and faculty through reference and information services.**

Objectives:

1. Integrate Millennium into reference procedures.
2. Continue to staff the reference desk to meet the research and information needs of students and faculty. Seek an additional **\$2,000** in the temporary help budget.
3. Continue to keep statistics of reference activities to monitor use patterns.
4. Purchase visible signs to direct users to appropriate service desks.
5. Initiate database training sessions for new and existing databases – taught in-house or by vendors.
6. Continue to offer database training for library staff.
7. Keep *Research Guides* and *Databases by Discipline* up to date.
8. Establish a working relationship with *The Brigadier* in order to regularly publish library news and information.
9. Use the “New Resources and Services” box on the library home page to inform users of new books and databases.
10. Pursue the issue of research passes for cadets.
11. Increase awareness of research assistance options such as telephone reference, research appointments, and Ask-a-Librarian.

## **V. Technical Services Goals & Objectives**

### **A. Goal: Successfully migrate all bibliographic data to Millennium and begin utilizing its catalog database enhancement and maintenance functionality.**

#### Objectives:

1. Utilize Millennium's cataloging module capabilities for ongoing growth, maintenance and analysis of the library's online catalog.
2. Utilize Millennium's statistical and report generating capabilities to provide statistics for the Daniel Library's annual reporting requirements.
3. Secure an additional **\$5,408** for temporary assistance in Technical Services to accomplish these tasks that are associated with moving to Millennium.

### **B. Goal: Pursue the application of authority control to the catalog database to provide library patrons with greatly enhanced access to bibliographic resources.**

#### Objectives:

1. Explore sources, costs and procedures for outsourcing of authority processing.
2. Secure one-time funding of no more than **\$15,000** for initial processing of the library's bibliographic records for name, subject and series authority control processing.
3. Secure ongoing funding of **\$2,000** per year for periodic authority updates.

### **C. Goal: Migrate serials holdings information to Millennium.**

#### Objectives:

1. Assure that each serial title held is represented in the library catalog.
2. Establish an accurate receipt history for current subscriptions to facilitate timely tracking and claiming of serials.

### **D. Goal: Complete an inventory of serials in all formats.**

#### Objectives:

1. Assure the catalog provides an accurate record of the library's serials holdings.
2. Eliminate duplicate titles, short runs of non-indexed titles. Reduce print and electronic overlap.

### **E. Goal: Bring back-issue binding up-to-date and subscriptions on an appropriate binding schedule.**

#### Objectives:

1. Prevent loss and damage to loose issues; preserve journal runs to avoid replacement costs.
2. Standardize annual binding costs at a reduced level.

## **VI. Archives & Museum**

**A. Goal: Complete the consolidation and cataloguing of Gen. Mark W. Clark's citations, honorary degrees and oversized photographs.**

Objectives

1. Flatten and store material in acid-free folder.
2. Arrange citations by country.
3. Prepare inventory.
4. Organize and catalogue oversized photographs.

**B. Goal: Complete the re-organization of the Archives & Museum departmental and collection files contained in fifteen file cabinets.**

Objectives:

1. Review the files.
2. Segregate material pertaining to the Archives & Museum collections from departmental files and consolidate with existing collection files.