

Library, Archives and Museum Annual Assessment Report, 2005-2006

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 collaborators 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 places where information resources are physically and electronically available. The existing 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 significant challenges: 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, and 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 as well as the academic, military, social and athletic aspects of Cadet life from 1842 to the present.

The Library, Archives and Museum will pursue a strategy of identifying and satisfying the information needs of The Citadel through investments in the facility, staff and patrons, 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 the books, periodicals, and a-v materials for which they are looking.

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 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 **PASCAL Delivers** system, students should be able to borrow any book available in the state consortium through a daily 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 teaching and 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 that 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 show that students are using Reference Services.

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 that users find our Web site and 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.) Friends' events should be well attended.
- 2.) Museum attendance should be robust.
- 3.) Museum exhibits should be updated and expanded.

F. A 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 35,000 square foot building expansion should be completed, and renovation of the existing structure should be undertaken.

G. The Archive and Museum

The Archive provides unique collections of Citadel history.

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

III. Assessment Tools

A. Circulation and Interlibrary Loan

- 1.) Circulation and Interlibrary Loan Statistics
- 2.) “A” Company Survey, Spring 2006
- 3.) Freshman pre- and post-test, 2005-2006

B. Provision of Scholarly Collections

- 1.) Cataloging Statistics
- 2.) Materials Expenditures Statistics
- 3.) “A” Company Survey, Spring 2006
- 4.) Freshman pre- and post-test, 2005-2006

C. Bibliographic Instruction and Reference Services

- 1.) Reference Tally
- 2.) Bibliographic Instruction Statistics
- 3.) Freshman pre- and post-test, 2005-2006
- 4.) “A” Company Survey, Spring 2006

D. Networked Systems

- 1.) Database Hits Report
- 2.) “A” Company Survey, Spring 2006

E. Public Service

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

F. The Building

- 1.) Building Use statistics
- 2.) Comments “A” Company Survey, 2006

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

A. Information Services through Circulation and Interlibrary Loan

Circulation and Interlibrary Loan Statistics:

- Total items circulated, 49,088 (45,655 last year).

- 36,904 books/a-v; 1,118 serials; 7,000 books used in house; 4,066 ILL items loaned (1,556) and borrowed (2,510).
- 822 items placed on reserves.
- 19 hours of recorded programming.
- 150,267 (114,196 last year) daily visits with Monday, Tuesday, Wednesday and Thursday as busiest days, and nights from 8-10 as busiest hours.
- 1,256 public uses of computers.
- 16 laptops circulated a total of 5,973 (2,414 last year) times

Assessment

- 1.) **Library resources** (books, databases and journal articles) were used to complete assignments by 77% of Cadets, and 57% found the book collection adequate for their research needs; 75% 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 91% report that they “supply the information they needed.” (“A” *Company Survey, Q13*)
- 2.) Overall **visits** to the Library grew 24%, from 114,196 to 150,267. This increase of over 36,000 visits is largely due to our successful implementation of a Java City Café. Cadets use the Library for research and to check out books. They tend not to use the Library for study. Several factors explain this: 1) Electronic materials held by the Library are available in the Barracks; 2) Students dislike wearing their uniform back to the Library in the evening; 3) Over 60% of Cadets bring desktop computers to The Citadel, and this fact ties them to their dorm rooms. The “A” *Company Survey* showed that 81% of respondents studied in their room, and only 4% 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,” 36% responded that they do not study in the Library because they cannot wear PTs, and 23% said the Library is too noisy. (“A” *Company Survey, Q23*) In conclusion, the Library is used as a place to meet with library professionals to accomplish **research** and for **group collaboration** on assignments. It is also used for checking out books. Factors that discourage use include: noise, lack of group study rooms, the fact that Cadets cannot lug desktop computers to the library, and the requirement that uniforms be worn in the evening in the Library.

Accomplishments

- 1.) The Library extended the wireless program to all areas of the Library and continued its successful laptop check out program.
- 2.) The Library purchased and began using a new Library System that increased reliability, productivity, and ease of use by students.

- 3.) The Library continued electronic delivery of interlibrary loan requests. ILL implemented a document delivery system that is popular with faculty and students. Articles, when received, are placed on a server and a notification is emailed to the patron. Patrons log in and view or print their articles from home or office.

B. Provision of Scholarly Collections

Collection Statistics:

- Total ACRL holdings of 371,671 (368,024 prior academic year):
- 197,172 books (196,555 prior year); 20,484 paper government documents (20,249 prior year); 1,175,851 microforms; 1,590 maps; 3,148 videocassettes and DVDs; 3,309 music CDs; 497 paper journal subscriptions; 18,265 bound serial volumes.

Collection Expenditures:

- Total expenditures of \$525,531 (\$513,073 prior year)
- Print (monographs & periodicals) \$216,923 (\$228,266 prior year)
- Microform \$52,433 (\$47,163 prior year)
- Electronic databases \$248,096 (\$226,868 prior year); \$67,000 in **Collegiate DISCUS** free databases
- Audio-visual \$8,079 (\$10,775 prior year)

Assessment

- 1.) During the period 2000-2006, Daniel Library has increased scholarly journal titles available to students and faculty from 831 to over 20,000. 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*. In addition, \$30,000 in Lottery money was made available for the purchase of additional databases. Finally, we have had \$67,000 in cost avoidance through access to major databases purchased for the state by **Collegiate DISCUS**.
- 2.) **Student Assessment:** Students in the "A" Company Survey easily identify the full-text electronic databases they use. They refer by name to *Jane's*, *Keesings Record of World Events*, *Medline*, *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*, *CQ Researcher*, and *Criminal Justice Periodical Index* ("A" Company Survey, Q11). Finally, 91% 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

20,000 titles. Electronic access enables students and faculty to complete research wherever and whenever the need arises: barracks, offices, and homes; even overseas. In addition, because the Library has vastly expanded its resources through electronic collections, faculty can and do assign class projects that require the use of outside sources. Over 64% of students report that they have 2 to 5 assignments that require library resources. (“A” *Company Survey, Q2*)

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. Database searches for fiscal year 2004-2005 were 238,729, while searches for 2005-2006 were 314,377. Some of the more heavily 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), *PsycINFO* (7,923), *JSTOR* (20,396), *Lexis-Nexis Academic Universe* (23,895), *ProQuest Education Journals* (11,768), *FirstSearch* (12,733), and *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 of 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 **transfer additional resources to electronic full-text databases**. Specifically, the Library acquired *Jane’s* defense and foreign relations database online, and it was 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 through the purchase of *IEEE Xplore* and the *Association of Computing Machinery* database for Electrical Engineering, Computer Science, and Physics.
- 2.) The Library continued its efforts to acquire significant resources through state-wide and regional consortia. These **cooperative endeavors** greatly extended The Citadel’s buying power. In addition, the Library had access to over \$67,000 in “free” electronic journals provided through the **Collegiate DISCUS** program of the Partnership Among South Carolina Academic Libraries (PASCAL).
- 3.) The Library’s collections on the 1st floor have been infiltrated by heavy concentrations of mold, as humidity in the Library has remained at over 65% for the entire year. Valuable collections in the Prioleau Room are in danger of being ruined, as some of the highest concentrations of mold have occurred there. In June of 2006 the Library was allocated \$200,000 in deferred maintenance funds to “fix” the system and **achieve climate control**. It is hoped that when humidity levels fall to 50% that mold will cease growing, and the collections will be cleaned.
- 4.) Despite our progress with electronic collections, the Library’s status quo print budget means that students and faculty must often rely on inter-library loan or go to the new

College of Charleston Library. It is sobering when a student responds to “Was the Library’s book collection adequate for your research needs?” with, “It was until I visited the C of C library and found at least double the amount on my topic there.” With overnight borrowing through the new **PASCAL Delivers** system and the accompanying access to an expanded horizon of materials, we hope our lack of owned materials will be less conspicuous.

C. Bibliographic Instruction and Reference Services

Bibliographic Instruction Statistics:

240 (228 last academic year) taught, reaching 5,364 students (5,121 last year).

Reference Statistics:

8,980 (10,439 last year) questions answered in person.

Database Searches:

A total of 314,377 (238,729 last 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 have significant numbers of research papers, and receive library instruction aimed at teaching them how to identify, use, and cite information resources. Results from the 2006 Focus Group show 86% of students had 2 to 5 assignments requiring information gathering. (*“A” Company Survey, Q 2*)

80% of students participated in a library research instruction session in the past year. Of that group, 58% had from 2 to 5 library instruction sessions. (*“A” Company Survey, Q 14*)

Cadets have become savvy users of electronic resources, and report that library faculty are key to helping them refine their search strategies to retrieve needed information.

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 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

314,377 database searches; 88,332 database sessions.

Assessment

- 1.) Students approved the library’s new **wireless and laptop services** and used them 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**. Full implementation of all facets of the system is still occurring, with consortia wide overnight borrowing being implemented in August of 2006.

- 2.) There was major 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.
- 3.) The Library received \$28,861 in **Lottery funding** to replace all staff and faculty computers so that full use could be made of the new Library System.
- 4.) The Library received a gift of \$10,000 from Dr. Ted Haywood to install **multimedia workstations** with **productivity software** allowing students to enhance their electronic presentations. This equipment and software has been very popular.

E. Public Service

Accomplishments

- 1.) The Daniel Library Friends hosted 20 **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 \$200,000. The Friends contributed \$15,000 to the new Java City café installation which has been extremely popular with students, faculty and visitors. 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 held at Alkyon Arts and Antiques. Over 250 individuals paid for tickets.
- 4.) A fall Plantation tour to **Mansfield Plantation** was very popular and over-subscribed, while the spring cruise down the Ashpoo with dinner at Airy Hall Plantation was a huge success. Twenty-five Friends joined at the \$100 level to take advantage of a “free” tour of the Calhoun Mansion.
- 5.) Two very successful **Patio Performances** were held with large Cadet audiences.

F. The Building

Assessment

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 (35,000 sq feet) and renovation.

Because of evidence of 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

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.
- 2.) Because of climate control failure in the Library, over \$200,000 was allocated from The Citadel’s deferred maintenance funds to totally rework the air handling system for the Library. A new **digital control system** is being installed, valves are being reworked, the interior of each air handler is being cleaned, and it is hoped that by July of 2006 the humidity levels will be brought under control. The Library sought \$28,000 to clean the collections, but this funding has not yet been made available.
- 3.) The Library received a **\$1,500,000 grant** from the Daniel Foundation toward the renovation of this building. Renovation will take over \$6,000,000.
- 4.) The Library received **\$150,000** from the Post & Courier Foundation for the installation of an Information Commons in the Library
- 5.) The Library installed a **Java City Café** that has increased the number of library visits by 20,000 per year.
- 6.) 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 1st floor to provide sufficient **telecommunications** for internet reception at our public computers.
- 7.) **Wireless capability**, which has been extremely popular, has been extended throughout the building.

G. Archives & Museum

Assessment

- 1.) From June 1, 2005 through May 31, 2006, seven thousand nine hundred seventy two visitors toured the Museum.
- 2.) Eight hundred fifty four requests for information were received, researched and provided responses.
- 3.) One hundred one researchers personally visited the Archives to research the collections.
- 4.) Twenty-six 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:

Publications featuring material from the Archives & Museum

- Pollitzer, Wendy. *Isle of Palms*. Arcadia Publishing, August 2005.
- McInnis, Maurie. *Race, Class and the Politics of Taste: The Visual Culture of Antebellum Charleston*. UNC Press, 2005.
- Macaulay, Alex. *An Oasis of Order: The Citadel, the 1960's and the Vietnam Anti-war Movement*. Southern Cultures, Fall 2005.
- Adkins, A.Z. and Adkins, Andrew A. III. *You can't get Much Closer Than This – combat with Company H, 317th Infantry Regiment, 80th Division*. Casemate, Havertown, PA, 2005.
- Charleston Horticultural Society. *Layers of the Landscape at Hampton Park*, April 2006.
- *Inauguration at The Citadel: A Short History*, The Citadel Presidential Inauguration, April 2006.
- Asahina, Robert. *Just Americans- How Japanese Americans Won a War at Home and Abroad –The Story of the 100th Battalion/442nd Regimental Combat Team in World War II*. Gotham Books, May 2006.
- Bunker, Wally. *The Major of St. Lo: Woman Learns about her father's Heroic Role in World War II*, Culpeper Citizen, 2006 May 26

Future publications & Exhibits:

- Heller, Charles. *The Army, Leadership and the Civilian Conservation Corps 1933-1942*. Leadership Instruction Division, Center for Army Leadership, Fort Leavenworth, Kansas.
- Benner, Rick. *College Baseball: Essential Facts About All Division I Teams*. McFarland Publications, Fall/Winter 2006.
- EXHIBIT: Normandy American Cemetery Interpretive Center – supplied photographs of Thomas Dry Howie (“The Major of St. Lo”) to History Associates Inc. in conjunction with the American Battle Monuments Commission, June 2007.
- Wineman, Bradford. *J.T.L. Preston & the Origins of the Virginia Military Institute 1932-1842*. Virginia Magazine of History & Biography.
- Clark, Mark W. *Calculated Risk*. New York: Enigma Books.
- Wittenberg, Eric J. *Glory Enough for All: Sheridan's Second Raid and the Battle of Trevillian Station*. University of Nebraska Press, 2007.
- Stephens, Tamra. *Regimental History of the 13th Alabama Infantry Regiment*.
- Siegel, Robert. *A Common Brotherhood, South Carolina's Military Organization during the War between the States – A History of Their Original Leaders and Engagements*. History Press.
- Clark, Lloyd. *The Battle of Anzio*.

2.) **Purchases**

In order to streamline the operation of the Archives & Museum the following equipment was purchased: Gateway laptop, Microtek scanner, Epson printer, Emerson television with DVD and VCR combination, Panasonic Fax machine.

3.) **Mark W. Clark Collection:**

- Twenty-three audiotapes of Gen. Clark's speeches, interviews and dedication ceremonies were outsourced for transcription. The transcriptions will facilitate research.
- The Finding Aid for the Papers of General Mark W. Clark was prepared for inclusion on the Archives & Museum web site as well as the Library's Knob Knowledge web site. The forty-six page document provides the researcher with a biographical sketch of General Clark's career, the scope of the collection and a description of his papers, films, diaries and photographs.
- Gen. Clark's awards and diplomas were catalogued, flattened, placed in acid-free folders and arranged by country in a new ten drawer flat file cabinet. The two hundred four items represented twenty countries.

4.) **Exhibits** – Citadel Museum:

- *Lieutenant General John W. Rosa: From Citadel Cadet to Citadel President* is a new exhibit in the Museum honoring the new president on the occasion of his inauguration. The exhibit will be on display through Corps Day 2007.
- Additions to the Museum exhibits included two Citadel cadet swords from 1919 and 1929 in the 1908-1931 Section; a 1930's postcard of Bond Hall enlarged to 20"x24" size and a 1939 photograph of the Barracks enlarged to 16"x 20" for the 1931-1953 Section. 2005 issues of Newsweek and U.S. News & World Report were added and the biographies of Citadel Presidents General George Seignious, Admiral James Stockdale and General John Grinalds and General Hugh Harris were updated.

5.) **Tours:**

The Director of The Citadel Archives & Museum provided guided tours of the Museum for the Air Force Junior ROTC 6/8/05 and 6/16/05, Mrs. Fran Johnson 6/29/05, Museum Guard orientation 7/5/05, 8/17/05, 10/6/05, 5/18/06, Citadel Palmetto Battery 8/19/05, History 203 Class 9/19/05 and 9/26/05, Officers Candidate School Graduates of the Class of 1952 on 10/17/05, Citadel Women's Club 10/20/05, Mr. & Mrs. Andrew Adkins 1/11/06, Mr. & Mrs. William H. Swanson of Raytheon Company, 3/3/06.

6.) **Classes:**

History 203 Introduction to History: History and The Citadel. Director of Archives & Museum provided an overview of the collections and the types of material, the importance of primary sources in conducting research and a tour of the Archives & Museum for four classes on 9/19/05 and 9/26/05.

Subsequent visits to the Archives & Museum were made by members of History 203 class researching the Citadel Class of 1944, 19th century cadet life, Barnwell Legge, Mark Clark, Junior Sword Drill, Ronald Strong, Class of 1898.

7.) **Donations:**

Twenty four individuals donated material to The Citadel Archives & Museum from June 1, 2005 through May 31, 2006. Donations are acknowledged, accessioned and catalogued. Donors sign and return gift agreement conditions for the Archives & Museum records. Items included photographs of Ellison Capers in 1865 and 1869, Citadel diplomas 1912, 1921, 1927, commencement program 1933, two Citadel pennants from the 1930's, football program 1939, 1942 Citadel Ring and 1942 ladies miniature ring, plaque featuring the insignia designed by Col. John Lang 1936-1937, Frank Leslie's Illustrated Newspaper February 9, 1861, photographs of cadets 1909-1910 and 1923-1927, Board of Visitors Minutes 1999-2002.

2006-2007 Goals

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. Consider foundations and grants as potential sources of funding.
2. 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.
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. Find space for an additional group room.
5. Clean the 1st floor collection of mold: **\$22,000, SERVPRO.**

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

Objectives:

1. Consider upgrades and job rewrites for staff as appropriate.
2. Seek opportunities for staff training and fund.
3. Encourage faculty to apply for promotion and tenure as appropriate.
4. Encourage faculty to apply for Faculty Research and Development grants and to produce quality research and writing as a byproduct.

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

Objectives:

1. Host 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.

Objective:

1. Seek a Library Technical Assistant position, or the equivalent, for Circulation.

B. Goal: Continue charging, adding reserve materials and other circulation functions using 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.
3. Hold quarterly review sessions for circulation staff, especially after scheduled software upgrades, to ensure we use all the system's capabilities.

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

Objective:

1. Remain open to communications and requests from CGPS and the Graduate Student Association.

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

Objectives:

1. Update computer hardware and software as required, expanding access to "virtual delivery" of journal articles, to faculty, graduate students, and cadets.
2. Use template to link ILL borrowing records to patron library accounts.

E. Goal: Implement universal borrowing and lending with S.C. academic libraries.

Objectives:

1. Begin using do-it-yourself holds function in local catalog (to acclimate patrons and staff).
2. Track borrowing and lending statistics by patron type and library using Millennium library system.
3. Provide INN-Reach training for ILL and Circulation staffs.

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

Objectives:

1. Seek a recurring **\$30,000** in lottery technology funds to assure database coverage for all disciplines.
2. Continue using savings generated by statewide Collegiate DISCUS purchases to renew specialized databases such as *Jane's*, *IEEE*, and *ACM*.
3. Use Database Team for evaluation and decision-making for database acquisition and renewal.
4. Continue to enhance collection based on teaching syllabi for major and minor programs.
5. Continue to accept collection-appropriate gift books and A-V materials.

6. Seek **\$22,000** to begin (start up costs) a digitization project of *The Bull Dog & The Brigadier*. Work will be done by a vendor, with keyword access to the articles provided to the public from the Library's Web site...
7. Research possible replacement equipment/workflow for taping programs for teaching faculty.

G. Goal: Consider workflow changes for acquisitions, serial and database subscription maintenance.

Objectives:

1. Utilize Millennium's Electronic Resource Management module for database subscription maintenance.
2. With technical services staff, create flow chart for journal and electronic subscriptions and determine where there is opportunity for improvement.

III. Systems & Computing Goals and Objectives

A. Goal: Work with Public Services to enhance library services.

Objectives:

1. Improve library web presence:
 - a. incorporate CSS, XHTML, and XML
 - b. complete configuration of WebBridge (OpenURL Resolver)
 - c. Purchase SSL subscription for OPAC and Proxy Server: **\$2,500**
2. Purchase 20 replacement laptops for Circulation Laptop Program: **\$37,500**
 - a. 20 Laptops (\$32,000)
 - b. 24 bay mobile storage cabinet (\$1,900)
 - c. 16-bay battery charger (\$2,500)
 - d. Microsoft Office (\$1,100)
3. Prepare current 16 circulating laptops for use in Bibliographic Instruction
4. Provide technical support for digitization project (see II.G.7).

B. Goal: Improve interdepartmental communication and workflow using computer applications and training.

Objectives:

1. Improve the ability of departments to work collaboratively through use of Library Intranet:
 - a. re-organize intranet structure
 - b. re-design interface
 - c. investigate software solution (Microsoft Share Point)
2. Provide a series of refresher sessions to familiarize staff with new computing and applications functions
3. Assist Technical Services with evaluation of workflow in areas where III Millennium has created procedural overlap.

IV. Reference and Instruction Goals and Objectives

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

Objectives:

1. Improve instruction and learning environment of Library Instruction Lab and Seminar Room by adding sound and video capability.
2. Purchase EInstruction Classroom Performance System (audience response system) to enhance students learning. (\$3000)
3. Compose and send semi-annual library resources and services letter to faculty.
4. Work with Provost's office to implement library segment of CIT 101, CIVL 102, ELEC 104 and CSI by revising as needed, and administering a pre and post test.
5. Review library role in freshman academic orientation.
6. Participate in College Fair for freshmen parents.
7. Incorporate 16 laptops as part of a portable instruction classroom

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

Objectives:

1. Continue outreach to Writing & Learning Center, OASIS, and targeted academic departments (especially PYSC, BADM) to provide training classes for graduate assistants and tutors.
2. Continue working with CGPS to improve services to distance students at Low-country Graduate Center (LGC).
3. Continue fall orientation sessions for incoming 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, increase awareness of library based assignments, and inform and teach faculty about library resources. Target non-using faculty. Target English faculty for discussion of Literature Resource Center. Target Political Science/Criminal Justice faculty.
7. As part of the African American Studies program, work with Military Magnet Academy to prepare those high school students for college level research.
8. Reassign departmental liaison responsibilities as needed.

C. Goal: Assess instruction programs outcomes.

Objectives:

1. Implement year 6 of A Company focus groups.
2. Continue to assess information literacy of freshmen through pre and post-testing using instrument developed in 2004.
3. Continue to assess effectiveness of instruction classes for graduate Education students (EDUC 512 & EDUC 549)
4. Develop focus groups with active duty students.

5. 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. Explore federated search of library resources and make recommendation.
2. Review the status of the reference collection.
3. Continue to staff the reference desk to meet the research and information needs of students and faculty. Maintain adequate funding of the temporary help budget.
4. Plan overview/troubleshooting sessions for public printers and productivity workstations.
5. Continue to keep statistics of reference activities to monitor use patterns.
6. Purchase visible signs to direct users to appropriate service desks.
7. Continue database training sessions for new and existing databases – taught in-house or by vendors.
8. Keep *Research Guides* and *Databases by Discipline* up to date.
9. Establish a working relationship with *The Brigadier* in order to regularly publish library news and information.
10. Use the “New Resources and Services” box on the library home page to inform users of new books and databases.
11. Pursue the issue of research passes for cadets.
12. Increase awareness of research assistance options such as telephone reference, research appointments, and Ask-a-Librarian.

V. Technical Services Goals & Objectives

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

Objectives:

1. Contract with MARCIVE for outsourcing of authority processing.
2. Secure one-time funding of **\$13,000** for initial processing of the library’s bibliographic records for name, subject and series authority control processing.
3. Secure ongoing funding of **\$1,500** per year for periodic authority updates.

B. Goal: Evaluate staffing allocations to maximize Technical Services workflows.

Objectives:

1. Utilize III system statistics to delineate workflow patterns, analyze workloads and establish performance benchmarks.
2. Staff core positions to ensure efficient, timely prosecution of essential processes.
3. Provide ongoing training through appropriate in-house, online and onsite means.

C. Goal: Complete an inventory of serials titles held in microform.

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 overlap with electronic sources.

VI. Archives & Museum

A. Goal: Create space for additional storage equipment to house new acquisitions and existing overflow.

Objectives:

1. Identify equipment needed (flat file cabinet, \$1,950)
2. Re-arrange Museum Workshop when area is no longer needed for Library office space.

B. Goal: Organize oversized photographs and miscellaneous artwork in Gen. Mark W. Clark's collection in the Archives.

Objectives:

1. Catalogue the items
2. Store in acid-free folders.