

Clemson University Libraries Assessment Plan 2001/2002 Report

Mission: The Mission of the University Libraries is to support Clemson University in fulfilling its teaching, research and public service goals including educating individuals for effective life-long learning. The Libraries are to identify, acquire, preserve, organize and disseminate information from a variety of sources and locations with priority being given to supporting the undergraduate and graduate curricula. As part of a land-grant university, the Libraries will make their resources and many of their services available to all, particularly the residents of South Carolina.

Goal: ...to support Clemson University in fulfilling its teaching, research and public service goals...

Intended Outcomes:

1. Provide information resources and services to our users when they need them with a heavy emphasis on providing information electronically to the user's desktop.
2. Identify measures of success that most clearly reflect our unique goals and mission.
3. Improve the facilities and use of space within Cooper Library to better serve our clientele and make Cooper Library the academic center on campus for collaboration.
4. Staff the Libraries appropriately for the new mission of the Libraries.
5. Actively seek collaborative partners and be proactive in the initiation of collaborative programs. Further, the Libraries will annually evaluate the success of its collaborative efforts.
6. Increase funding from all sources to supply the funds necessary to meet the above goals.

Intended Outcome no. 1: Provide information resources and services to our users when they need them with a heavy emphasis on providing information electronically to the user's desktop.

A. Means of Assessment:

Expand our subscriptions to journals (especially in electronic form) to provide greater access for students, staff and faculty.

Criteria for Success:

Acquire new journals through collaborative efforts and direct purchase. Whenever possible, these subscriptions will be for electronic versions.

Result: \$30,000 was allocated for new journal titles this year. Electronic format was chosen when available. By the end of 2001 the Library was receiving all of the Science Direct, Kluwer, and Blackwell Scientific journals in electronic form through consortia agreements. The Library also subscribed to Academic Ideal and was receiving all Academic Press titles in electronic form. All Wiley titles for which the Library subscribed were converted to electronic. All print subscriptions to Science Direct, Kluwer, Blackwell and Academic Press and Wiley titles were canceled. The electronic versions of Science and Nature were added. The Arts and Sciences II and the Business collections from JStor were added. Scientific American online including archives from 1993 was added. Through a proxy server, access to electronic resources off-campus was made available for most of the electronic journals. Direct access to journal articles from databases was enhanced through the addition of Silverlinker. The e-journal group has done an exceptional job in making the e-journals available through the library's web page.

B. Means of Assessment:

Implement the "utility" concept for maintaining journal subscriptions.

Criteria for Success:

\$290,000 will be added to the serials budget to maintain existing subscriptions.

Result: Specific funding was designated in the Libraries Strategic Plan for the next five years, to assure that the increased cost of serials would be recognized; it was funded for the first year.

C. Means of Assessment:

Increase Monograph holdings to provide more immediate access to this material by our local users and collaborative partners.

Criteria for Success:

The total budget for monograph purchases will be increased during 2001-2002 to over \$800,000.

Result: The original allocation for monographs was for \$642,000. Later in the year an additional \$80,000 was added. Many special funds(IPTAY, BookFair, Green, etc.) brought the total allocation for monographs to over \$800,000

D. Means of Assessment:

Technologies will be evaluated, purchased and implemented to improve services provided by the Library.

Criteria for Success:

1. Implement the ILLIAD interlibrary loan system to improve the ILL process.
Result: ILLIAD has been purchased and installed. It is being customized to work effectively for Clemson University Libraries. Estimated time for implementation is Fall, 2002.
2. Use the online ordering system for the purchase of books from various vendors.
Result: A new online ordering system was acquired from a vendor which has dramatically increased the speed of ordering materials.
3. Investigate new technologies for enhancements of online bibliographic records for multimedia. **Result:** The Special Formats cataloger attended a two-day workshop in August 2001, "Managing Digital Video Content," sponsored by CNI and SURA. This workshop presented information on converting analog video to digital so that it can be accessible through a web site (and by extension, a web-based catalog), rights-related issues, and emerging standards for describing multimedia. It included demonstrations of projects such as the Variations Digital Music Library at Indiana University and the CNN Digital Video Archive.
4. Enrich bibliographic and holdings records with hyperlink capabilities in preparation for the Web catalog. **Result:** 15,000 netLibrary records were added to the catalog with hyperlinks to the web locations for these electronic books. 11,000 electronic serials links were added to the online catalog.
5. Replace 2 analog microform reader/printers with digital microform reader/printers. **Result:** Two new digital reader-printers were added.
6. Investigate and purchase a system for managing and accessing images over the Internet. Begin digitization of items in slide collection. **Result:** The Architecture Library acquired a new online system for the digitization of slides

- and a new position to provide additional reference assistance in architecture and to manage this new image system.
7. Acquire an oversized scanner and color printer for public use. **Result:** The oversized scanner is being used by the public. We still do not have a color printer, due to budget constraints.
 8. Add a printer on Level 5 for use with DCIT lab machines. **Result:** Not available. The Housing Office was going to take over the Pharos print servers. In order to make Pharos printing available for the DCIT lab machines Pharos had to be upgraded to allow printing with Windows 2000 (the Libraries' Pharos server houses Windows 98). The Housing Office continued to delay this implementation (partly because of recarding the entire campus) and just in May announced that they were not going to do it at all. The Libraries needs a larger server to house the upgraded Pharos product, then will go forward with installing it and making it available for the DCIT computers.
 9. Work with USC to review available integrated library systems, and prepare a RFP for a new system. **Result:** Meetings were held with staff from USC to determine the issues for a joint library management system. In the meantime, a state-wide effort has been initiated to acquire funding to provide a uniform library management system to many of the libraries in the State. The Libraries are following thru on both initiatives.
 10. Purchase additional laptop computers for public use. **Result:** Sixteen (16) additional laptops were purchases, twelve (12) in a joint purchase with the SACS office.
 11. Implement a web-based library catalog for Clemson. **Result:** A web-based catalog front in for the NOTIS system has been implemented.
 12. Implement patron empowerment in NOTIS 7.2. **Result:** Software not yet provided by the
 13. Upgrade PCs in Level 2 Classroom. **Result:** All PCs in the Level 2 Classroom were upgraded to PIII/400 machines.

E. Means of Assessment:

Expand the number and variety of electronic databases and make them available remotely.

Criteria for Success:

Subscriptions to additional major databases will be added.

Result: More than 25 new databases were added.

F. Means of Assessment:

Expand the provision of books in electronic format.

Criteria for Success:

1. An assortment of titles will be added on eBook readers.
2. Participate in the second ASERL purchase of a collection of electronic books from NetLibrary.
3. Usage of electronic books will be evaluated annually.

Results: Second phase of NetLibrary was added. Statistics were not made available by NetLibrary. An average of six titles per reader were added and fully cataloged.

G. Means of Assessment:

Provide up-to-date workstations for library staff.

Criteria for Success:

1. The remainder of staff machines will be upgraded.

Result: Completed Fall, 2001

H. Means of Assessment:

Expand Cooper Library hours.

Criteria for Success:

Sunday – Thursday hours will be extended, and weekend hours will be extended.

Result: Two weekend part-time positions were added & hours were extended.

Intended Outcome no. 2: Identify measures of success that most clearly reflect our unique goals and mission.

A. Means of Assessment:

The Libraries will collaborate with the University Assessment Committee to determine which areas need to be measured and what types of measurements to use to determine the success of the Library in meeting its mission and goals. Below are some illustrative types of assessment activity that may be recommended by the joint effort.

Evaluate the Libraries' success in providing the access to information needed by the Clemson University community.

1. Use a variety of information-gathering techniques to determine if our users are accessing the resources they need.
 - A. Identify our constituents
 - B. Determine information-gathering methods to use
2. Make the resulting data available to the Clemson University community via a Web page.
3. From the data, identify where improvements can be made, and put into practice all those that can be implemented with funding available.

Criteria for Success:

UAC recommendations will be incorporated into library assessment efforts.

Result: The Libraries participated for the second year in the ARL LIBQUAL+ project to measure the adequacy of the libraries services and collections. The data from the first year participation was analyzed to determine if the Libraries' Business Plan/Strategic Plan was on course and we found confirmation that the plan reflected areas where action was needed.

Intended Outcome no. 3: Improve the facilities and use of space within Cooper Library to better serve our clientele and make Cooper Library the academic center for collaboration on campus.

A. Means of Assessment:

Establish a remote storage facility to store little-used materials and to house the University's Records Management Program.

Criteria for Success:

A remote storage facility will be constructed and approximately 20-30% of the collections will be identified for relocation to that new facility.

Result: Garrett's department store was approved by the Board of Trustees for a remote storage facility in May and preparations are in process to begin relocating materials to that site as soon as final approval from the State and shelving and software are in place.

B. Means of Assessment:

Work with staff from Academic Support Center to make plans for housing the Center in Cooper Library.

Criteria for Success:

A plan will be in place.

Result: Space has been made available for the Academic Support Center and moving will take place in the Summer, 2002.

C. Means of Assessment

Collaborate with the campus planner for the long-term renovation of Cooper Library.

Criteria for Success:

Meetings will be held and plans will be created.

Result: Cooper Library is now on the University PIP plan for renovation.

D. Means of Assessment:

Improve Library facilities.

Criteria for Success:

1. Complete the provision of wireless Internet access in all parts of the Libraries.

Result: Wireless access is now available from all parts of Cooper Library.

2. Re-upholster the furniture in as many public areas of Cooper Library as possible. **Result:** Level 4 club chairs and other chairs re-upholstered.
3. Renovate meeting rooms, the conference room, and study rooms. **Result:** Renovation plans with cost received from the University designer. Plans on hold for funding.
4. Determine the future of the Byrnes and Brown rooms. **Result:** No determination has been made on the future of these two rooms.

Renovate the public service desks in Cooper Library. **Result:** Reserve Desk renovated June 2002. Others pending a plan and approval for next year.

5. Relocate the RSCS offices to a more suitable location. **Result:** Not completed due to HVAC design in process.
6. Improve staff and handicapped access doors. **Result:** The Third Level, West doors have been upgraded to include automatic openers and new card readers have been installed to allow handicap students and faculty to enter the library via this entrance.
7. Provide access to Cable television. **Result:** Cable available to two televisions on main floor and one in the reserve room of Cooper and one in the Architecture Library.
8. Create the Francis Hipp Alcove in Special Collections. **Result:** The Francis M. Hipp memorial alcove in Special Collections was completed and serves as a permanent memorial in honor of this major donor to the Libraries as well as providing functional storage space.
9. Request additional MMR funding for completion of carpet installation. **Result:** Additional funding was requested for carpeting the 5th and 6th levels and funded.

E. Means of Assessment

Revise the Disaster Plan for the University Libraries.

Criteria for Success:

The Disaster Plan will be revised.

Result: During the 2001-2002 academic year the Libraries' Disaster Preparedness and Recovery Plan was finalized and distributed to the Libraries staff and to selected police, fire, facilities, and risk management personnel.

Intended Outcome no. 4: Staff the Libraries appropriately for the new mission of the Libraries.

A. Means of Assessment

Additional staffing needs and priorities will be identified and appropriate action will be taken.

Criteria for Success:

Determine the type of staff and competencies needed for the future. **Result:** Strides have been made in this area through working with each unit in staffing their available positions in a much shorter timeframe than in the past. Have worked closely with CU Human Resources in staffing open positions and justifying additional positions (especially two part time positions) needed during the year to meet the additional availability demands placed on the Libraries. Have coordinated with the Unit Heads in pursuing and accomplishing the reclassification of several positions to more adequately describe the duties being performed. The goals for the future will be to look ahead over a possible two-year time frame for positions being vacated due to retirement of employees. Cross training and use of employees among units will be given further study. The possibility of a Career Path program for employees will be pursued.

1. Establish a study group to investigate the issues involved in telecommuting by staff, and make recommendations. **Result:** The possibility of telecommuting was pursued. Specific criteria, agreed upon by all Libraries management and that will be beneficial to the Libraries as well as the employee, will need to be established. It will be pursued further through other Libraries and resources and a report will be prepared on the feasibility of such a program for CU Libraries.
2. Employ a full-time library development officer. **Result:** Interviews are in progress at this time for the appointment of a library development officer.
3. Analyze classified positions in the Libraries and prepare a complete market analysis of compensation. **Result:** As part of the compression study, the compensation of all levels of classified staff was reviewed and recommendations are now in the Provost office for upgrading the salary of a number of positions. In addition, the classifications of a number of employees were reviewed. Justification was submitted and approved to upgrade these classifications to agree with the tasks being performed. In some instances this resulted in an upgrade in salary. The goal is for all classifications to be

reviewed to assure the classification and level are in agreement with the tasks being performed.

4. Compare compensation levels of classified staff to similar positions on campus and at peer institutions, and submit a report of the findings to the Library Administrative Council. The report will include information on the success and failure of efforts in other departments, colleges, and offices at Clemson to increase compensation of their classified staffs. **Result:** The study has been completed and a report submitted to the Provost to upgrade the salaries of a number of positions. The overall cost to the Libraries for this upgrade would be approximately \$23,000.

B. Means of Assessment:

Implement outsourcing of some library functions.

Criteria for Success:

Outsourcing for YBP monograph processing will be implemented based on selected criteria.

Result: Outsourcing of Library of Congress bibliographic copy books was begun in October 2001. Selected books are now being received as fully processed by the vendor, with their matching bibliographic records being batch loaded by cataloging staff. This pilot project is now ready to be expanded next year and the percentage of books being outsourced to be significantly increased.

Means of Assessment:

Develop appropriate performance measures for employee evaluations that reflect the Libraries' new goals and resulting job changes.

Criteria for Success:

Performance measures will be updated and incorporated into the EPMS procedures.

Result: Performance measures were added to all employees to reflect the Library portion of the University and Libraries goals.

C. Means of Assessment:

Schedule "Town Meetings" with staff to seek their input on the impact of the changing environment on staff needs.

Criteria for Success:

Sessions will be held and comments from the sessions will be compiled and submitted to the Library Administrative Council for review and incorporation.

Results: Town meetings were held.

D. Means of Assessment:

Compare compensation levels of library faculty with those at Southern Universities Group institutions.

Criteria for Success:

A report will be submitted to the Library Administrative Council.

Result: Comparison to the Southern Universities Group was completed and a recommendation for faculty salary improvements made to the Provost.

E. Means of Assessment:

Continue efforts to ease salary compression.

Criteria for Success:

Salary compression for the classified staff other than LTAs will be eased.

Assignment: Result: Approval of the recommendations submitted to the Provost will ease the compression between Libraries classifications. Review will continue on an annual basis.

Intended Outcome no. 5: Actively seek collaborative partners and be proactive in the initiation of collaborative programs. Further, the Libraries will annually evaluate the success of its collaborative efforts.

A. Means of Assessment:

Work with directors/deans of the libraries participating in the Partnership Among South Carolina Academic Libraries (PASCAL) to urge the establishment of a statewide cooperative training committee to facilitate group training.

Criteria for Success:

Clemson will provide leadership in the creation of a cooperative training group.

Result: No progress has been made specifically on this task, however, the Dean has been instrumental in the formal organization of PASCAL, the first step to the creation of a cooperative training group.

B. Means of Assessment:

Identify needed resources that can be best acquired cooperatively with other libraries.

Criteria for Success:

Produce a list of resources which can best be acquired cooperatively and provide them to our PASCAL colleagues for action.

Result: We identified three “deals” to acquire cooperatively with others, none of which were with PASCAL Libraries as that organization did not come together as quickly as we anticipated. Our cooperative purchases were with the EpsCor Science Information Group – ESIG.

C. Means of Assessment:

Work with collaborators to establish target goals for joint projects. Work with PASCAL members and other partners to improve collaborative efforts where necessary.

Criteria for Success:

Goals and methods of evaluation will be agreed upon, and the success of meeting these goals will be evaluated annually.

Result: PASCAL was not formally organized till late in the year, and its Board of Directors, which the Dean is a member will hold their first meeting in June, 2002.

D. Means of Assessment:

CU Libraries will continue to collaborate with the ASERL/Kudzu project.

Criteria for Success:

1. Make CU Libraries titles available through the ASERL/Kudzu web catalog. **Result:** Completed.
 2. Improve participation in the delivery of materials through Kudzu. **Result:** ILL has been actively involved in the delivery of material through Kudzu. Using Fed Ex and ARIEL, the turnaround time of material has dropped more than two days to just over a week, as compared to almost 10 days last year. With the implementation of the courier service on May 15, we expect the turnaround time to drop even further.
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E. Means of Assessment:

CU Libraries will actively seek to collaborate with other institutions.

Criteria for Success:

Collaborative activities will increase.

Result: The Libraries joined with other EpsCor libraries in the country to form ESIG and to arrange two agreements with publishers to expand the number of electronic journal subscriptions available to our users by more than 1,000. ILL continues to seek to improve its reciprocal relations with other libraries. During the 2001-2002 fiscal year, 18 new libraries were added to the list of reciprocal agreements. Among the most important ones were the University of Missouri, SUNY-Buffalo, the University of Houston, and West Virginia University. The inclusion of these new reciprocal partners has allowed us to reduce the amount requested for ILL invoices next year by 16%.

Intended Outcome no. 6: Increase funding from all sources to supply the funds necessary to meet the above goals.

A. Means of Assessment:

Develop a list of needed resources with associated costs: Calculate the size of endowment needed for each resource. Prioritize the major resources. Provide College development officers with funding requirements.

Criteria for Success:

Prioritized resource list will be created.

Result: Not completed.

B. Means of Assessment:

Develop a plan for the Libraries for budget allocation and implementation: Identify new products, services and systems needed. Review needs annually and forecast needs for the next three years. List specific costs for each new initiative including the type (recurring or one-time) of funding needed.

Criteria for Success:

Extend our Strategic Plan for an additional year, review status of existing plan and revise as necessary.

Result: The extension of the Strategic Plan is in process.

C. Means of Assessment:

Implement a three-level support plan: seek a major corporate sponsor (\$10 million); seek several major gifts/grants from major foundations, government sources, individuals and naming opportunities; continue and expand annual giving campaigns.

Criteria for Success:

A plan will be developed with the Development Office for a major fund raising effort to benefit the Libraries.

Result: A formal plan has yet to be developed, but several proposals have been made to the Vice President for Advancement for potential funding from vending bidders.