Clemson University
Detailed Assessment Report
2009-2010 University Libraries

Mission/Purpose

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.

Documents:

- [2009-2010 Goals](#)
- [2009-2010 service points evaluation](#)

Goals

G 1: Library as place
Revisit the concept of "Library as Place."

G 2: Align positions
Align library positions with strategic goals

G 3: Collaboration
Lead and pursue collaborative initiatives and partnerships

G 4: ILS Analysis
Analyze ongoing support and enhancements of the Integrated Library System

G 5: Electronic access
Make unique Clemson University materials available electronically

G 6: Collection Analysis
Analyze collections to maximize available resources

G 7: Alternative Funding
Actively seek alternative revenue streams

G 8: Enhance Patron Experience
Enhance the patron experience

G 9: Communication
Improve Internal and External Communication

Outcomes/Objectives, with Any Associations and Related Measures, Achievement Targets, Findings, and Action Plans

O 1: short term space use
Determine the best us of the space vacated as a result of the compact shelving project

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Strategic Plans:

- **Clemson University**

- 2.1 Recruit top undergraduates
- 2.6 Encourage academic success
- 5.5 Create "Wow's"
- 7.6 Enhance visitor experience

Related Measures:
M 3: Short Term Space
USG to solicit and collect information regarding space use; prepare recommendation of use for the Dean; implement recommendations.
Source of Evidence: Administrative measure - other
Achievement Target:
Space on 2nd floor furnished for study by end of spring semester 2010.
Findings (2009-2010) - Achievement Target: Met
Space furnished with existing furniture and occupied by students. heavily used.
O 2: Overall library space plan
Assign a time to develop an overall plan for all of the libraries' space.

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Strategic Plans:

- **Clemson University**
- 1.1 Provide undergraduate research
- 2.1 Recruit top undergraduates
- 5.3 Protect facilities and environment
- 5.5 Create "Wow's"
- 7.6 Enhance visitor experience

Related Measures:
M 4: Overall library space plan
USG to recommend next steps. Review facilities task force report and review the master plan. Establish Creative Inquiry group to review space for the future.
Source of Evidence: Administrative measure - other
Achievement Target:
USG report completed by end of fiscal year; with various reports reviewed. Creative Inquiry group viable and working spring semester 2010.
Findings (2009-2010) - Achievement Target: Met
USG reports submitted; Creative Inquiry recommendations for learning commons, 6th floor seating and 2nd floor chairs accepted and subsequently implemented.

O 3: fill positions
Immediately fill six positions (3 faculty; 3 staff) identified as critical.

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Strategic Plans:

- **Clemson University**
- 2.6 Encourage academic success

Related Measures:
M 2: fill positions
number of positions filled
Source of Evidence: Administrative measure - other
Achievement Target:
Fill Assistant Acquisitions Librarian position, Catalog Librarian position, and Health Sciences
Reference Librarian position by year's end.
Findings (2009-2010) - Achievement Target: Partially Met
Health Sciences Librarian position filled. Failed search for Assistant Acquisitions Librarian position;
Catalog Librarian position re-evaluated.
Related Action Plans (by Established cycle, then alpha):
New search
Established in Cycle: 2009-2010
The search committee has re-written the advertisement for the position and is re-starting the search.

For full information, see the *Action Plan Details* section of this report.

M 5: Fill positions
Position descriptions created, search committees established, search processes initiated then completed
Source of Evidence: Administrative measure - other
Achievement Target:
See target for measure #2. duplicate.
Findings (2009-2010) - Achievement Target: Met
See #2 for response.
O 4: Identify collections to digitize
Identify collections to be digitized.

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Strategic Plans:

- **Clemson University**
- 5.5 Create "Wow's"
- 7.1 Build academic reputation

Related Measures:
M 6: ID collections to be digitized
For the South Carolina Digital Library, act on proposals submitted. For internal collections,
implement a proposal process for internal digital projects.
Source of Evidence: Administrative measure - other
Achievement Target:
Two new collections digitized and publicly available by end of year.
Findings (2009-2010) - Achievement Target: Partially Met
Textile Mill collection and Open Parks grid pilot materials have been digitized but are not yet publicly
available.
Related Action Plans (by Established cycle, then alpha):
continued digital collections input
Established in Cycle: 2009-2010
continue to identify, process, and add digital collections to library's digital holdings currently in
ContentDM. Need increased...

Digital Repository Development

Established in Cycle: 2009-2010
The development of the Fedora-based digital repository during 2010-11 will eliminate the need to work with CONTENTdm to publish ...

For full information, see the *Action Plan Details* section of this report.

O 5: Digital repository
Build a structure for a Digital Objects Repository

Strategic Plans:

- **Clemson University**
- 5.2 Enhance IT
- 7.1 Build academic reputation

Related Measures:
M 7: Build a digital repository
Build a pilot for digital repository using the open parks grid project.
Source of Evidence: Administrative measure - other
Achievement Target:
Pilot program developed and IMLS Leadership grant proposal submitted.
Findings (2009-2010) - Achievement Target: Met
Proposal developed and submitted to IMLS February 2010.

Pilot program framework in place.
O 6: Administrative structure
Engage a consultant to study the administrative structure of the library

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Strategic Plans:

- **Clemson University**
- 4.4 Improve customer service

Related Measures:
M 8: Consultant
Consultant engaged, report received and findings implemented regarding library organizational structure and systems.
Source of Evidence: External report
Achievement Target:
Report received by January 15, 2010. Strategy developed and initial work on findings enacted by July 1, 2010.
Findings (2009-2010) - Achievement Target: Met
Report received. As a result of the report, microfilm unit was integrated with digitization, the Associate Dean Search Committee was established, and the current organizational structure affirmed, Two faculty evaluation issues were given to the faculty to assess, and the Cataloging Unit assessed its priorities based on library goals. Open positions were evaluated.
O 7: Grants
Fulfill current grant obligations

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Strategic Plans:

- **Clemson University**
- 5.2 Enhance IT
- 7.1 Build academic reputation
- 7.4 Improve Web presence

Related Measures:
M 9: Grant Obligations
Complete required reports meet grant requirements.
Source of Evidence: Government standards
Achievement Target:
Grant requirements satisfied by deadlines.
Findings (2009-2010) - Achievement Target: Met
SCHRAB grants completed. IMLS grant completed.
O 8: additional grants
Seek additional grant funding (targeted grants).

Associations:
Institutional Priorities:

1.4 Foster Clemson's academic reputation
4.2 Rededicate our energy and resources to improving the library
Strategic Plans:

- **Clemson University**
- 7.1 Build academic reputation
- 7.4 Improve Web presence

Related Measures:
M 10: Seek additional grants
Funding sources identified; proposals created and submitted according to grant guidelines.
Source of Evidence: Administrative measure - other
Achievement Target:
IMLS Leadership grant proposal submitted by deadline.
Findings (2009-2010) - Achievement Target: Met
Grant proposal submitted, and library part of NEH proposal and part of a recently awarded proposal to the state of Texas.
O 9: Metadata operations
Continue to incorporate metadata operations into Cataloging Unit

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Strategic Plans:

- **Clemson University**
- 5.2 Enhance IT

Related Measures:
M 1: Metadata provision

The time of one librarian in the Cataloging Unit will be assigned to provide metadata for digital initiatives; other staff will be added as needed. Percentage of time to be determined according to need.
Source of Evidence: Existing data
Achievement Target:
Librarian assigned to metadata by year's end.
Findings (2009-2010) - Achievement Target: Met
Derek Wilmott assigned metadata responsibilities.
Related Action Plans (by Established cycle, then alpha):
Metadata Cataloging
Established in Cycle: 2009-2010
Derek Wilmott works with Digitization Unit for metadata cataloging of digital objects.

For full information, see the *Action Plan Details* section of this report.

O 10: Serials Review
Perform a serials review

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Related Measures:
M 11: Serials Review
Identify core titles, collect usage statistics, determine optimum cost per use, reduce duplication and increase electronic access.
Source of Evidence: Existing data
Achievement Target:
Compete review by July 1, 2010.
Findings (2009-2010) - Achievement Target: Partially Met
Evaluated the journals collection to determine essential titles; put titles out for faculty review.
 Received initial faculty feedback and IAC began evaluating data.
http://libguides.clemson.edu/jdreview2010
Related Action Plans (by Established cycle, then alpha):
Continued reviews
Established in Cycle: 2009-2010
Depending on the nature of the library's budget, further reduction in resources identified in the 2010 may be necessary.

Serials Review
Established in Cycle: 2009-2010
Final phase of review completed. Faculty input due Sept.1, 2010; IAC reviewed all input and made final decisions; Final cancellations to occur in 2010-2011.

For full information, see the *Action Plan Details* section of this report.

O 11: Standing Orders
Review Standing Orders

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Related Measures:
M 12: Standing Orders

Identify core titles, collect usage statistics, determine optimum cost per use, reduce duplication and increase electronic access.
Source of Evidence: Existing data
Achievement Target:
Complete review by end of fiscal year.
Findings (2009-2010) - Achievement Target: Met
Reference standing orders reviewed. Standing orders transferred from Blackwell to YBP.
O 12: Collection management
Review ongoing collection management procedures for both short and long term.

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Related Measures:
M 13: Collection Management
Review current collection development policies, general collection guidelines and location, include information about electronic resources. (preservation, open access).
Source of Evidence: Administrative measure - other
Achievement Target:
50% of collection development policy and guidelines completed by end of fiscal year.
Findings (2009-2010) - Achievement Target: Partially Met
Collection development policies created: Tillman Media Center, General Education, CGEC Library @ CU-ICAR; in addition, all Engineering collection development policies were updated and revised.
Related Action Plans (by Established cycle, then alpha):
Collection Development Policies
Established in Cycle: 2009-2010
Review current collection development policies, general collection guidelines and location, include information about electronic...

Review of Collection Development Policies
Established in Cycle: 2009-2010
Continue to review other collection development policies throughout the year.

For full information, see the *Action Plan Details* section of this report.

O 13: Selective Federal Depository
Become a selective federal depository library

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Related Measures:
M 14: Federal Depository Library Status
By June 2010, complete the Government Printing Office's Guidance Steps and receive final approval for the Clemson University Libraries to be designated a selective depository.
Source of Evidence: Government standards
Document:

- GPO depository notification 2010

Achievement Target:
Receive selective depository status in 2010.
Document:

- [GPO depository notification 2010](#)

Findings (2009-2010) - Achievement Target: Met
Selective depository status obtained April 2010. See Document Depository for copy of letter.
Document:

- [GPO depository notification 2010](#)

M 15: Collection Management
By June 2010, the Government Information Librarian will evaluate the federal documents collection to ensure a smooth transition from shared regional depository to selective depository.
Source of Evidence: Document Analysis
Achievement Target:
Collections reviewed by June 2010.
Findings (2009-2010) - Achievement Target: Partially Met

Collection Analysis Completed:
a) Looked CU Libraries policies and best practices for which formats we should have in our collection - preference of microfiche or paper, cd-rom or online, etc.
b) Established criteria for a "safe" digital document by looking at community best practices and the Government Printing Office's Official policy c) Reviewed our "item list" of materials the Government Printing Office sends to identify materials received in more than one format. These materials will be the first area to be weeded because it will be easy to substitute digital for paper/microfiche.

Related Action Plans (by Established cycle, then alpha):
Government Documents Collection Analysis
Established in Cycle: 2009-2010
Further collection analysis needed: a) Usage data - may be difficult to obtain because prior to this year it was not colle...

Selective Depository Action
Established in Cycle: 2009-2010
Begin the process of weeding the government publications. This will be a multi-year process.

For full information, see the *Action Plan Details* section of this report.

M 16: Government Information Access Policies
By June 2010, the Government Information Librarian and Cataloging unit will work together to write and implement a new government information access policy and establish specific procedures for handling deselected documents.
Source of Evidence: Administrative measure - other
Achievement Target:
Policy created by June 2010.
Findings (2009-2010) - Achievement Target: Met
Government Information Access Policy written by June 2010.
Document:

- [2010 Government Documents Collection Development Policy](#)

O 14: Library collection review

Continue with relocation/discard work of library collections

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Strategic Plans:

- **Clemson University**
- 4.4 Improve customer service

Related Measures:
M 17: Collection Review
Complete installation and relocation of Cooper Library collection into compact shelving.
 Relocation/discard cataloging work related to the project will be completed. Cataloging work related to the incorporation of Hunter Hall journals into Cooper Library will be completed.
Source of Evidence: Administrative measure - other
Achievement Target:
Collections integrated and into compact shelving by end of spring semester.
Findings (2009-2010) - Achievement Target: Met
Compact shelving installation completed in December 2009.
O 15: PASCAL
Work with PASCAL members to maintain PASCAL services and funding

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Strategic Plans:

- **Clemson University**
- 7.1 Build academic reputation
- 8.2 Educate knowledge-based workforce

Related Measures:
M 18: PASCAL
Conduct public awareness campaign, provide funding information to funding sources, secure funding.
Source of Evidence: Administrative measure - other
Achievement Target:
Message communicated through print information to public and legislature during legislative session 2010.
Findings (2009-2010) - Achievement Target: Met
Message communicated and resulted in unclaimed lottery prize money for PASCAL 2010-2011 budget. see www.pascalsc.org
O 16: Kudzu
Work with KUDZU and ASERL to maintain and expand KUDZU services.

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Strategic Plans:

- **Clemson University**

- 7.1 Build academic reputation

Related Measures:
M 19: Collaborate with ASERL on SE Library initiatives
Kudzu. Maintain Kudzu delivery service; participate in IDS data mining project, analyze statistics, and serve on Kudzu brain trust ad hoc committee.
Active in aserl through participating in IT committee, Dean to continue service on ASERL Board, Head of Resource Sharing integral part of KUDZU brain trust.
Source of Evidence: Administrative measure - other
Achievement Target:
Dean completes term on Board; Kudzu data usable by end of year, Head of Resource Sharing continues on KUDZU brain trust.
Findings (2009-2010) - Achievement Target: Partially Met
Dean's term completed. Kudzu data unusable in current form with steps being taken to correct the problem. Head of Resource Sharing participated in quarterly conference calls for brain trust.
Related Action Plans (by Established cycle, then alpha):
analysis of Kudzu data
Established in Cycle: 2009-2010
Analyze Kudzu data as part of ASERL project.

For full information, see the *Action Plan Details* section of this report.

O 17: CCIT
Work with CCIT to provide and enhance digital initiatives.

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Strategic Plans:

- **Clemson University**
- 5.2 Enhance IT
- 5.5 Create "Wow's"

Related Measures:
M 20: CCIT
Maintain active presence in IT related committees, participate in cyber infrastructure projects.
Source of Evidence: Administrative measure - other
Achievement Target:
Attendance by library representatives at all IT council meetings; respond to CCIT queries.
Findings (2009-2010) - Achievement Target: Partially Met
Achieved.

Learning Commons concept established and in process of implementation. To be completed by August 2010.
Related Action Plans (by Established cycle, then alpha):
Learning Commons
Established in Cycle: 2009-2010
Complete installation of Learning Commons.

For full information, see the *Action Plan Details* section of this report.

O 18: Digitization

Work with other institutions on digital initiatives

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Strategic Plans:

- **Clemson University**
- 5.5 Create "Wow's"

Related Measures:
M 21: Digitization
Continue to work with SCDL as upstate scan center; investigate regional revenue generating opportunities.

Source of Evidence: Administrative measure - other
Achievement Target:
MOU for Regional Scan Center established; pricing structure determined.
Findings (2009-2010) - Achievement Target: Met
Mou created. Costs determined on a case by case basis, but pricing structure not implemented because services not offered.
O 19: Tillman Media Center
Work with the School of Education to improve services and offerings for the Tillman Media Center

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Related Measures:
M 22: Tillman Media Center
By august 2009, establish written policies and procedures for Tillman operations based on MOU. Provide regular reference, cataloging, and circulation support for Tillman.
Source of Evidence: Administrative measure - other
Achievement Target:
Structure and systems in place by August 2009; replacement for staff retiring in December 2009 trained on library system.
Findings (2009-2010) - Achievement Target: Met
Systems implemented, new head of center trained as well as students. Memorandum of Cooperation established to delineate services and responsibilities.

Document:

- [2009-2010 Tillman Memorandum of Cooperation](#)

O 20: Campbell Graduate Education Center
Work with faculty and students to improve services and offerings at the Campbell Graduate Education Center on the CU- ICAR campus.

Associations:
Is this where I type in a measure?
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Related Measures:

M 23: Campbell Graduate Education Center
Create a mechanism to deliver books to CGEC, establish regular visits and instruction sessions for CGEC students and faculty. Create a CGEC collection development policy.
Source of Evidence: Administrative measure - other
Achievement Target:
Collection development policy and delivery system in place by July 1, 2010.
Findings (2009-2010) - Achievement Target: Met
Automotive Engineering collection development policy completed. On demand delivery system in place.
Document:

- [2010 Automotive Engineering Collection Development Policy](#)

O 21: NACO
Strengthen Clemson's participation in the NACO program for Cooperative Cataloging.

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Related Measures:
M 24: NACO
Strengthen the NACO program for cooperative cataloging by sending newly hired catalog to NACO training if needed and investigate the possibility and need for a cataloger to LC for NACO series training if available. Cataloger will be sent to NACO training if he/she has not already participated; need for series authority training will be assessed with members of Cataloging Unit.
Source of Evidence: Administrative measure - other
Achievement Target:
Hire catalog librarian by May 2010.
Findings (2009-2010) - Achievement Target: Not Met
Decision to evaluate hiring of new catalog librarian. Work currently distributed among existing library faculty. NACO series training was not offered by the Library of Congress in 2009/2010.
Related Action Plans (by Established cycle, then alpha):
NACO
Established in Cycle: 2009-2010
Send designated cataloger to the Library of Congress for NACO series training if the training is held.

For full information, see the *Action Plan Details* section of this report.

O 22: Grants Support
Establish administrative support for seeking grant funding.

Associations:
Institutional Priorities:

1.2 Increase research and sponsored programs
4.2 Rededicate our energy and resources to improving the library
Related Measures:
M 25: Grant support
Seek consultant's recommendation regarding grant support.
Source of Evidence: External report
Achievement Target:
Receive consultant's report by January 15, 2010.
Findings (2009-2010) - Achievement Target: Partially Met
Report received. Tammy Crane began grant management training.

Related Action Plans (by Established cycle, then alpha):
Associate Dean Search
Established in Cycle: 2009-2010
Fill Associate Dean position to support grants administration.

For full information, see the *Action Plan Details* section of this report.

O 23: Fundraising
Actively seek and raise funds to support library services, acquire resources, and maintain resources.

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Strategic Plans:

- **Clemson University**
- 6.2 Increase philanthropic private giving

Related Measures:
M 26: Fundraising
Conduct special events to produce external revenue (book sale, race to the rock, phonathon).
Source of Evidence: Administrative measure - other
Achievement Target:
Hold events as scheduled. Realize a net gain.
Findings (2009-2010) - Achievement Target: Met
All fundraising events netted funds for the library.

Documenting the Clemson African American Experience event was held February 14, with over $500 raised.
O 24: Library Ambassadors
Work with Library Ambassadors to obtain private dollars.

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Strategic Plans:

- **Clemson University**
- 6.2 Increase philanthropic private giving

Related Measures:
M 27: Library Ambassadors
Engage library ambassadors to increase library support through regular meetings, electronic communication, stewardship, and networking.

Source of Evidence: Activity volume
Achievement Target:
Hold two meetings in fiscal year, send out emails twice a year, and conduct thank you calls.
Findings (2009-2010) - Achievement Target: Met
60 thank you calls accomplished, two ambassador meetings were held (one associated with the 3/27/10 Race to the Rock), and monthly emails sent.
O 25: Foundations
Seek funding from Foundations to support library services and operations.

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Strategic Plans:

- **Clemson University**
- 6.3 Increase private-sector investment

Related Measures:
M 28: Foundations
With the assistance of Development office personnel, identify foundations giving to Clemson Library initiatives and create proposals as necessary.
Source of Evidence: Administrative measure - other
Achievement Target:
Identify two foundations who support libraries to pursue.
Findings (2009-2010) - Achievement Target: Not Met
Met with Joy Van Daele February 25, 2010 to get help for identifying foundations. No report from her before end of fiscal year.
Related Action Plans (by Established cycle, then alpha):
Foundation identification
Established in Cycle: 2009-2010
Wait until an Associate Dean is hired to restart the identification of foundations that support libraries.

For full information, see the *Action Plan Details* section of this report.

O 26: ILS PASCAL support
Review support of ILS through PASCAL and seek alternatives if necessary.

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Related Measures:
M 29: ILS Pascal Support
Analyze current support, and plan for future.
Source of Evidence: External report
Achievement Target:
Extend support for ILS.
Findings (2009-2010) - Achievement Target: Met
Extended PASCAL support through June 30, 2010. Assumed our own support for ILS.
O 27: Link Resolver
Identify and secure a link resolver

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Related Measures:
M 30: Link Resolver
Increase use of resources as evidenced by SerialSolutions statistics after implementing link resolver.
Source of Evidence: Activity volume
Achievement Target:
Purchase and implement link resolver by June 2010.
Findings (2009-2010) - Achievement Target: Met

360 Link from Serials Solutions was acquired and implemented. Also linked holdings through Google Scholar.

O 28: Discovery Tools

Once link resolver is in place, investigate discovery tools.

Associations:

Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library

Related Measures:

M 31: Discovery Tools

Assign responsibility for discovery tool investigation, arrange demonstrations and evaluate offerings (tool/comparison tool) and make recommendations. (iaog and Cochrane)

Source of Evidence: Administrative measure - other

Achievement Target:

Discovery tool identified by June 2010.

Findings (2009-2010) - Achievement Target: Met

Identified market landscape and conducted usability study. Began product demonstrations.

O 29: Library catalog and future

Clarify the philosophical stance about the basic structure of Clemson's catalog and its future.

Associations:

IAOG

Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library

Related Measures:

M 32: Library Catalog and Future

Clarify the philosophical stance about the basic structure of Clemson's catalog and its future. IAOG will produce a white paper on the future of Clemson's catalog based on user survey, research, and internal discussions.

Source of Evidence: Document Analysis

Achievement Target:

Produce white paper by July 1, 2010.

Findings (2009-2010) - Achievement Target: Partially Met

IAOG usability study and discovery tools are part of this ....draft form of paper completed.

IAOG worked with a Usability Studies class in the MAPC program Spring semester 2010 to complete a survey asking students what features they would most like to see in a discovery tool or next generation library catalog. A draft version of the white paper exists. A trial of the Ebsco Discovery Service is underway now and results from this will be added to existing draft.

Related Action Plans (by Established cycle, then alpha):

Library catalog and future

Established in Cycle: 2009-2010

Produce a white paper on the future of Clemson's catalog.

For full information, see the *Action Plan Details* section of this report.

O 30: Service points

Evaluate all current service points in the Libraries

Associations:

Reference, Circulation, Resource Sharing

Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library

Related Measures:
M 33: Library Service Points
During spring semester 2010, logistics of service points in Cooper Library will be evaluated by as part of a graduate student report. IE class. (report)
Source of Evidence: External report
Document:

- [2009-2010 service points evaluation](#)

Achievement Target:
Cooper service points evaluation report completed by end of spring semester.
Document:

- [2009-2010 service points evaluation](#)

Findings (2009-2010) - Achievement Target: Met
Received the class report, and began evaluating recommendations in light of CCIT integration on the 4th floor of Cooper Library. Plans developed.
Documents:

- [2010 Evaluation and Design of Public Service Points](#)
- [2009-2010 service points evaluation](#)

O 31: Training and Development
Ensure that training and development is defined and assigned to an appropriate position

Associations:
Wall
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Related Measures:
M 34: Training and Development
Consultant's report received and action taken on training and development. Implement supervisor effectiveness program.
Source of Evidence: External report
Achievement Target:
Consultant's report received in January 2010. Investigate re-instituting CSP program.
Findings (2009-2010) - Achievement Target: Met
Report received and investigation for re-instituting CSP conducted. Due to financial constraints program and the campus wide SDP program implementation, CSP remains inactive.   Supervisor Effectiveness training conducted.

O 32: CU Libraries Website
Implement new enhancements, identify stumbling blocks, look at group composition for website responsibilities.

Associations:
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Strategic Plans:

- **Clemson University**

- 7.4 Improve Web presence

Related Measures:
M 35: Library Website
Cascade operational for library website; Establish new web production workflow to include training of unit authors and method for quality control.
Source of Evidence: Administrative measure - other
Achievement Target:
Cascade implementation complete by January 2010.
Findings (2009-2010) - Achievement Target: Met
Cascade implemented.
O 33: Analyze competitors
Look at what our competitors are doing. Consider mystery shopper evaluation and organizations identified by Rook-Schilf and Grant.

Strategic Plans:

- **Clemson University**
- 7.1 Build academic reputation

Related Measures:
M 36: Competitors
Investigation and identification of new services and trends based on user needs and library goals.
.
Source of Evidence: Administrative measure - other
Achievement Target:
Dean and others to attend professional conferences throughout year. Establish TDs Forum.
Findings (2009-2010) - Achievement Target: Met
Library Conferences Attended

Access Services, Conference

American Council of Learned Societies, Annual Meeting

American Library Association

American Society for Engineering Education

Art Libraries Society of North America, Annual Conference

Association of Architecture School Librarians, Annual Conference

Association for Library Collections & Technical Services, Preconference

Association of Records Managers and Administrators, International (ARMA, International)

Charleston Acquisitions, Conference

Charleston Conference

Handheld Librarian Online I, Conference 2009

ILLIAD International, Conference

Innovative User's Group, IUG

League of Independent Book Retailer Insurance Services, LIBRIS

North American Serials Interest Group, Conference

North American Serials Interest Group, Executive Board Fall Meeting

North American Serials Interest Group, Executive Board Midwinter Meeting

PALMCOP, Board Meeting

PALMCOP, Annual Meeting

Phi Beta Kappa Triennial Council

Research Chiefs Association, Annual Conference

Reference Renaissance, 2010

SCAA, Annual Meeting

SCAA, Quarterly Board Meetings

SCAA, Spring Social

Southern Archives, Conference

South Carolina Book Festival, 2010

South Carolina Federation of Museums, Annual Conference 2010

South Carolina Library Association SCLA, Annual Conference

South Carolina Public Records Association (SCPRA)

South Carolina Special Libraries Association, SCSLA

Southeast Innovative User's Group (SIUG)

South-eastern CONTENTdm Users Group, 2nd Annual Meeting

Society of Georgia Archivists

Special Libraries Association, SLA

TDs forum conducted with monthly forums held.

O 34: Single electronic tool
Move to a single internal electronic communication tool

Associations:
Web Management Group, Unit Heads and internal stakeholders
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Related Measures:
M 37: Single Communication Tool
Hold a retreat in January 2010 to create framework for single internal communication tool. Web committee investigate tool.
Source of Evidence: Efficiency
Achievement Target:
Hold retreat and create single point framework.
Findings (2009-2010) - Achievement Target: Partially Met
Discussion held. Sharepoint Demonstration held. Difficulty in acquiring and securing agreement with campus community in addition to a systems administrator has delayed the process.
Related Action Plans (by Established cycle, then alpha):
communication tool
Established in Cycle: 2009-2010
continue to investigate.

For full information, see the *Action Plan Details* section of this report.

O 35: Internal communication
Review internal communication structure and accountability

Documents:

- [1st quarter TDG report 2009](#)
- [2nd quarter report tdg 2010](#)

Associations:
Wall
Institutional Priorities:

4.2 Rededicate our energy and resources to improving the library
Related Measures:
M 38: Internal Communication
Receive consultant recommendations and resulting actions.
Source of Evidence: External report
Achievement Target:
Receive Consultant report and begin implementation.
Findings (2009-2010) - Achievement Target: Met
Met. Discussions regarding communication held. Library wide meetings held regularly. Weekly announcements. Unit meetings and Unit reports continued. Flat organizational structure upheld. Search for Associate Dean began.

Action Plan Details for This Cycle (by Established cycle, then alpha)
analysis of Kudzu data
Analyze Kudzu data as part of ASERL project.

Established in Cycle: 2009-2010
Implementation Status: In-Progress
Priority: High

Relationships (Measure | Outcome/Objective):

- **Measure:** Collaborate with ASERL on SE Library initiatives | **Outcome/Objective:** Kudzu

Implementation Description: Receive and review data. Summarize and report analysis.
Completion Date: 06/2011
Responsible Person/Group: Jens Holley
Associate Dean Search
Fill Associate Dean position to support grants administration.

Established in Cycle: 2009-2010
Implementation Status: Planned
Priority: Low
Relationships (Measure | Outcome/Objective):

- **Measure:** Grant support | **Outcome/Objective:** Grants Support

Implementation Description: Conduct search for Associate Dean
Completion Date: 06/2011
Responsible Person/Group: Associate Dean Search Committee & Chair
Collection Development Policies
Review current collection development policies, general collection guidelines and location, include information about electronic resources. (preservation, open access).

Established in Cycle: 2009-2010
Implementation Status: Planned
Priority: High
Relationships (Measure | Outcome/Objective):

- **Measure:** Collection Management | **Outcome/Objective:** Collection management

Responsible Person/Group: Reference Librarians responsible for individual Information Access Policies
communication tool
continue to investigate.

Established in Cycle: 2009-2010
Implementation Status: Planned
Priority: Low
Relationships (Measure | Outcome/Objective):

- **Measure:** Single Communication Tool | **Outcome/Objective:** Single electronic tool

Implementation Description: Investigate electronic communication tools
Completion Date: 06/2011
Responsible Person/Group: Library IT
continued digital collections input
continue to identify, process, and add digital collections to library's digital holdings currently in ContentDM. Need increased personnel to accomplish, since digitization librarian's resignation.

Established in Cycle: 2009-2010
Implementation Status: In-Progress
Priority: High
Relationships (Measure | Outcome/Objective):

- **Measure:** ID collections to be digitized | **Outcome/Objective:** Identify collections to digitize

Implementation Description: have new staff in place by June 30, 2010.
Completion Date: 06/2011
Responsible Person/Group: Emily Gore
Additional Resources: qualified candidate
Budget Amount Requested: 50000
Continued reviews
Depending on the nature of the library's budget, further reduction in resources identified in the 2010 may be necessary.

Established in Cycle: 2009-2010
Implementation Status: In-Progress
Priority: High
Relationships (Measure | Outcome/Objective):

- **Measure:** Serials Review | **Outcome/Objective:** Serials Review

Implementation Description: Review Budget Review Renewal costs for items identified to eliminate Communicate to University Community the cancellations Cancel items.
Completion Date: 06/2011
Responsible Person/Group: IAC
Digital Repository Development
The development of the Fedora-based digital repository during 2010-11 will eliminate the need to work with CONTENTdm to publish collections and should make the final step of publishing collections much easier. Collections currently digitized but not yet published will be made available and CONTENTdm collections will be transitioned to this new environment.

Established in Cycle: 2009-2010
Implementation Status: Planned
Priority: High
Relationships (Measure | Outcome/Objective):

- **Measure:** ID collections to be digitized | **Outcome/Objective:** Identify collections to digitize

Completion Date: 06/2011
Responsible Person/Group: DIIT, CCIT (Gore, Hammel and position to be filled in DIIT unit)
Foundation identification
Wait until an Associate Dean is hired to restart the identification of foundations that support libraries.

Established in Cycle: 2009-2010
Implementation Status: Terminated
Priority: Low
Relationships (Measure | Outcome/Objective):

- **Measure:** Foundations | **Outcome/Objective:** Foundations

Implementation Description: Give assignment to New Associate Dean once hired.
Completion Date: 08/2011
Responsible Person/Group: New Associate Dean.
Government Documents Collection Analysis

Further collection analysis needed:
a) Usage data - may be difficult to obtain because prior to this year it was not collected
b) Materials that were published before the 1970s - most items are not cataloged, so the Government Documents librarian will identify what is available in each area of the collection and evaluate condition of materials.

Established in Cycle: 2009-2010
Implementation Status: In-Progress
Priority: High
Relationships (Measure | Outcome/Objective):

- **Measure:** Collection Management | **Outcome/Objective:** Selective Federal Depository

Responsible Person/Group: Government Documents Librarian
Improve accessibility to materials at Gunnin
remodeled stacks and media areas; construct reference librarian`s office

Established in Cycle: 2009-2010
Implementation Status: Finished
Priority: Medium
Implementation Description: June 2008
Responsible Person/Group: Gypsey Teague
Additional Resources: approximate cost $10,000.
Learning Commons
Complete installation of Learning Commons.

Established in Cycle: 2009-2010
Implementation Status: In-Progress
Priority: High
Relationships (Measure | Outcome/Objective):

- **Measure:** CCIT | **Outcome/Objective:** CCIT

Completion Date: 08/2010
Responsible Person/Group: Kay Wall
Library catalog and future
Produce a white paper on the future of Clemson's catalog.

Established in Cycle: 2009-2010
Implementation Status: Planned
Priority: Medium
Relationships (Measure | Outcome/Objective):

- **Measure:** Library Catalog and Future | **Outcome/Objective:** Library catalog and future

Implementation Description: 1. Gather input from library faculty and staff on the Ebsco Discovery Service trial. 2. Incorporate data from Spring 2010 usability study. 3. Make recommendation on discovery tool and future of Clemson's catalog in white paper.
Completion Date: 06/2011
Responsible Person/Group: IAOG; DIIT faculty/staff;
Additional Resources: None
Metadata Cataloging
Derek Wilmott works with Digitization Unit for metadata cataloging of digital objects.

Established in Cycle: 2009-2010
Implementation Status: Finished
Priority: High
Relationships (Measure | Outcome/Objective):

- **Measure:** Metadata provision | **Outcome/Objective:** Metadata operations

NACO
Send designated cataloger to the Library of Congress for NACO series training if the training is held.

Established in Cycle: 2009-2010
Implementation Status: Planned
Priority: Low
Relationships (Measure | Outcome/Objective):

- **Measure:** NACO | **Outcome/Objective:** NACO

Completion Date: 06/2011
Responsible Person/Group: Head of Cataloging
Additional Resources: Money to send cataloger to DC.
Budget Amount Requested: 1500
New search
The search committee has re-written the advertisement for the position and is re-starting the search.

Established in Cycle: 2009-2010
Implementation Status: In-Progress
Priority: High
Relationships (Measure | Outcome/Objective):

- **Measure:** fill positions | **Outcome/Objective:** fill positions

Implementation Description: Search Committee will complete search.
Completion Date: 04/2011
Responsible Person/Group: Gail Julian and search committee.
Additional Resources: none
Review of Collection Development Policies
Continue to review other collection development policies throughout the year.

Established in Cycle: 2009-2010
Implementation Status: In-Progress
Priority: High
Relationships (Measure | Outcome/Objective):

- **Measure:** Collection Management | **Outcome/Objective:** Collection management

Completion Date: 06/2011
Responsible Person/Group: Reference Librarians
Selective Depository Action
Begin the process of weeding the government publications. This will be a multi-year process.

Established in Cycle: 2009-2010
Implementation Status: In-Progress
Priority: High
Relationships (Measure | Outcome/Objective):

- **Measure:** Collection Management | **Outcome/Objective:** Selective Federal Depository

Completion Date: 06/2012
Responsible Person/Group: Celina Nichols and the Reference Librarians
Serials Review
Final phase of review completed. Faculty input due Sept.1, 2010; IAC reviewed all input and made final decisions; Final cancellation lists posted on LibGuide; Faculty who provided input were notified as to the disposition of their requests.

Established in Cycle: 2009-2010
Implementation Status: Finished
Priority: High
Relationships (Measure | Outcome/Objective):

- **Measure:** Serials Review | **Outcome/Objective:** Serials Review

Implementation Description: Cancellations reported to vendors and publishers after project completed.
Completion Date: 09/2010
Responsible Person/Group: IAC and selectors.

Analysis Answers

What specifically did your assessments show regarding proven strengths or progress you made on outcomes/objectives?
Despite an economic downturn affecting the higher education, the University, and the library, we were able to advanced many objectives successfully. As a library we were able to respond to the changing environment and take advantage of opportunities such as the CCIT collaboration to meet our objectives.

What specifically did your assessments show regarding any outcomes/objectives that will require continued attention?
There is a continued need to recruit and hire technology savvy staff, we need to continue to align positions with our strategic goals, and we believe that a thorough analysis of the library's vision, mission and goals is necessary for 2010-2011 and beyond planning. Furthermore, we need to continue to seek other funding avenues to support our goals.

Annual Reports

Executive Summary
Despite a difficult year, the Clemson University Libraries continued to work toward the accomplishment of its goals. See the highlights section for the actions of each unit.

Contributions to the Institution
The library continued to improve its facilities, which is an important factor in the lives of our students and in recruitment. Each visitor sees the interior of Cooper Library and the spring 2010 renovations, completed in August 2010 were an important improvement.

LIB 100, with its face-to-face contact with librarians for each entering freshman and transfer student continues to assist students in their ability to critically analyze information resources.
Highlights

<div align="center">

Clemson University Libraries
Annual Report   200-2010

</div>

ACQUISITIONS
Acquisitions managed a materials budget of $6,109,542 for the 2009/2010 fiscal year. Of that total, 77% was spent on electronic resources. In addition to normal job assignments, staff assisted Cataloging with discards and remote storage transfers during the compact shelving project, oversaw the transfer of standing orders from Blackwell to YBP, relocated current periodicals to the stacks and created a new popular reading magazine section. Our annual book sale was held in September, 2009 with a profit of over $10,000 realized. Acquisitions also participated in a review of journals and databases resulting in the identification of $350,000 in resources that could be cancelled and implemented a new OpenURL link resolver from Serials Solutions called 360 Link in December, 2009 to replace Innovative's WebBridge.
In the area of personnel, Acquisitions supervisors participated in the Libraries' Supervisors Effectiveness Program. We also saw two longtime colleagues retire which resulted in opportunities for reorganization. The major change in the structure of the Unit is a newly formed searching/ordering section. Combining searching and ordering under one manager will reduce duplication of effort and allow for the implementation of online selection in the YBP Gobi system. We also had an unsuccessful search for our assistant acquisitions librarian position.

CATALOGING
This year, the Cataloging Unit provided access to 11,262 tangible items (print and media) in 2009/2010. We also provided access, either totally or in part, to 35,735 electronic resources--ejournals, ebooks, streaming media, e-theses. The unit also participated in a number of relocation and weeding projects related to the compact shelving implementation; we relocated 9193 items to our remote storage facility and 5004 items elsewhere in the Libraries. We withdrew, discarded, or declared lost 6406 tangible items. Members of the Acquisitions Unit ably assisted us in the relocation and discard work. We contributed to or provided 447 metadata records for digital projects and contributed 208 records to NACO. The unit's other major endeavor this year was to assess how our activities and operations align with the Libraries' goals. We chose to do this by conducting a "reflection project." In this project, we began by formally educating unit employees about trends in cataloging: holding classes on new cataloging standards, the transition from print to electronic resources, next-generation library catalogs, and metadata and digital libraries. Each librarian taught at least one class. We also conducted a library survey asking for feedback about the effectiveness of our operations. We plan to use the information we gained to examine our organizational structure and workflow and further align ourselves with the library goals. In addition, the unit head and manager of the remote storage facility actively participated in scouting out locations and formulating plans for a new remote storage facility/records center. All unit librarians attended the ALA Annual Conference this year and participated in pre-conferences on RDA, linked data, and XSLT.

CIRCULATION
FY2010 was a busy year for Circulation and Cooper Library in general! Tillman collections were ready to "circulate" and went live. Laptop circulation program ended. A big millennium issue occurred with student receivables in April 2010 and a temporary solution is in the works. New public color copiers on hold due to a campus confidentiality problem with wiping leased hard drives.   Desk staff began to use LibStats program to reflect questions and this is a handy tool to gauge activity levels.
Shifting project on 5th floor completed. Current periodicals moved to the stacks and reference collection moved to 4th floor west. Media collections were inventoried and shelf-read very frequently. Hunter journals and oversized A-P plus select reference titles moved to 201.

Compact shelving project on 1st floor completed. Vacated space on 2nd floor arranged with tables and chairs for study space. An inventory of tables and chairs in public spaces was undertaken. Creative inquiry students selected new chairs for student use.

The tragic loss of a dear co-worker Audrey Scull impacted staff. It has been a tough time for many to adjust.

In the building side of things, the following projects occurred that impacted Cooper. Heating and air-conditioning loose ends, Bridge elevator renovation, Rhodes construction (and subsequent south lawn mess), new lighting project on 6th floor and student efforts to find the tunnel and roof made for an interesting year!

Personnel Actions: Quientell Walker promoted to night supervisor; Maggie Mason to night circulation assistant; Interviews in process for weekend supervisor.

DIGITAL INITIATIVES AND INFORMATION TECHNOLOGY
The Digital Initiatives and IT unit had another eventful year in 2009-10.
Highlights of the year include:
1) the transition of a traditionally managed website to a distributed model using the Cascade content management system
2) the creation of digital projects related to the textile mill industry using materials held at Clemson, the completion of the pilot digitization for the Open Parks Grid project and numerous projects for Upstate cultural heritage institutions as part of the South Carolina Digital Library, including the digitization of 10,000 negative images held by the UpCountry Museum.
3) the rollout of new computers for staff, including the transition to Windows 7
4) serving as part of the transition team to collaborate with CCIT to bring new and improved services to the library, including the support center and IT help desk on level 4
5) the completion of an IMLS Connecting to Collections planning grant to survey cultural heritage institutions across the state of SC re: collections care
6) the award and completion of a SCHRAB grant to convert finding aids to Encoded Archival Description (EAD)
7) submission of an application for an IMLS National Leadership Grant to fund the Open Parks grid collaborative project.
8) the loss of 2 staff members that will need to be replaced in the coming year.

GUNNIN ARCHITECTURE LIBRARY
This year, 2009/2010, was a year of preparation. Due to the remodel of the Gunnin Library in 2010-2011 the faculty and staff identified books to move to offsite storage and identify those books considered 'core' for relocation to the upper deck for the spring semester, 2011. Further there were consultations and meetings with the architects to determine the best and most effective way to remain viable during the move. This year also saw a more involved role in the Charleston Center Library with the librarian there working closer with the students and the faculty to provide a more comprehensive experience. Finally the Print Shop remained active during the introduction of CCIT at Cooper and the fact that we are the only printing facility on campus not associated with CCIT.

REFERENCE
The Reference Unit maintained a high quality of service to library patrons and worked on several initiatives to improve services and collections. Librarians created 88 LibGuides, web-based research and instructional guides. In the area of instruction, librarians taught 209 Clemson Connect library workshops (4,540 first-year students) and 176 (3,576 students) subject-specific classes. The first Graduate Student Boot Camp was offered, which was a day-long event designed to teach graduate students research skills they need to succeed. The unit introduced "Text a Librarian" which offers students the ability to ask questions via texting on their mobile phone. Throughout the year reference librarians analyzed collections in preparation for compact shelving and the learning commons. All journal subscriptions were evaluated to determine essential titles and to prepare for

the Journals & Database Review. Librarians were critical in the effort to communicate with faculty and students about the review and to ensure they participated in the survey.

RECORDS MANAGEMENT

During the year a total of 80 administrative offices and departments were visited and or received records management assistance. This total included visits to some of our County Cooperative Extension Offices and our University Research and Educational Centers.

The records manager and the university archivists provided guidance and assistance to several offices in regards to questions regarding records appraisal and the dispositions of departmental records.

Isaac conducted Records Management Workshops and Records Retention Audits were conducted in the following offices: Human Resources, Risk Management, Procurement, Sponsored Programs, Campus Recreation, Housing, Outdoor Laboratory, Institute on Family and Neighborhood Life, Civil Engineering, Payroll, Farm Management , Athletic Department, and others**.**

The following offices received assistance with special projects: Governmental Affairs, President Office and Office of the Provost, University General Counsel's Office, and ICAR.

As a revenue generating unit the total storage revenue for the 2009 Calendar year was $11,043.40. The State Budget and Control Board approved special schedules for Access and Equity; one general schedule for all departments managing W-9's, NCAA Eligibility Forms for the Athletic Department, Campus Recreations, and others. Meetings were attended throughout the year with departmental personnel from Internal Auditing Department to discuss audit findings and or to update and or review standing policies. The records manger served on the following university wide committees and ad hoc committees during the year: President's Commission on the Status of Black Faculty and Staff, University Wide Diversity Sub Committee, University Data Stewards Group, Staff Senate Ad Group, and others.

The following professional workshops were attended during the year: Association of Records Managers and Administrators, South Carolina Public Records Association.

Annual Statistics FY/09/10: Accessioned 1,277 cu. ft. of records; Deaccessioned 930 cu. ft. of records; Sent to Archives 062 cu. ft. of records; destruction 1086 cu. ft. Non-stored for recycling 529 cu. ft.; Non Stored for archives 077 cu. ft.Reference Requests 529, Microfilming Statics number of rolls 59; number of frames 96,810

RESOURCE SHARING

This year, the Resource Sharing Unit installed ILLIAD 8.xxx and other systems upgrades designed to aid in the speedier processing of ILL requests. Our turnaround time on ILL requests continues to improve, and we are keeping both our total number of Borrowing requests and fill rates at about the same levels as last years. ILL Lending is down about 10%., but the fill rate percentage is staying steady. In PASCAL Delivers, we added the Visiting Patron service whereby a patron from any institution can walk into another institution and borrow their materials on the spot. We served as a test case before the service was opened up to the public. PASCAL Borrowing is up about 2% and Pascal Lending is up about 10%. We lend almost twice what we borrow in PASCAL. Document Delivery statistics were investigated, but meaningful conclusions are not readily available at this point.

SPECIAL COLLECTIONS

In Special Collections the past fiscal year has seen the hiring of a new Office Manager/Assistant Political Collections Archivist, Ms. Virengia Houston who has helped the unit meet its objectives. Ms. Jen Bingham has now assumed the duties as Data Archivist working closely with the DIIT unit. The unit's staff has been actively engaged in the Libraries' efforts to document the Clemson African American experience through research, participation in events and collection of material. There have been major efforts to reduce the amount of time required to process material as well as not

accession and de-accession unneeded material. There was adequate funding to hire sufficient student assistants to make better progress on a number of projects. The continued implementation of minimal level processing of the University Archives backlog is providing an improved level of intellectual control and access to the vast holdings of the University's records. Several members of the unit took advantage of professional development opportunities which has permitted them to successfully implement changes in their duties. With grant funding, Encoded Archival Description has been implemented. Between July 2009 and June 2010, the following were added to AT: 306 resources (collections); 1066 accession records, 1650 name authority records, and 1003 subject authority records. Further work to provide accessibility through our website is needed in the coming year. The unit continued to use volunteer and labor not paid from the Libraries' budget to work on a variety of projects that otherwise would likely not have been undertaken.

The unit accessioned 254 cubic feet of material; recorded 1033 patron visits, received 358 email reference requests, 205 phone reference requests, and a record 50 letter requests; there were 17 tours; and a total of 12 exhibits.

The Heritage Advisory Committee continued to grapple with the location of portrait of Senator Benjamin Tillman that was removed from Tillman Hall during renovation and eventually stored in Special Collections.

Teaching Activities
See the Highlights section for unit activity.
Challenges
Our greatest challenge is moving from an excellent 1990s library to a 21st century library. This requires new skills on the part of library faculty and staff, an emphasis on new models for the provision of information resources, and a willingness to change. At the same time, the challenge of responding to what our users want of us TODAY can be difficult. Perceptions as to the role of the library in the life of the University varies by audience: students, faculty, and library staff.