Clemson University

Detailed Assessment Report
2010-2011 Clemson Libraries
As of: 3/18/2013 11:21 AM EST
(Includes those Action Plans with Budget Amounts marked One-Time, Recurring, No Request)

Mission / Purpose

To support the University's mission by: Serving as the focal point for intellectual activities for the University Community and beyond Serving as a gateway to knowledge Shaping information resources and collections to enable teaching, learning, and research success Serving as a hub for collaboration both as a place and an active partner

New mission established with 2010-2011 assessment cycle.

Connected Document
ULAC report 2010-2011

Goals

G 1: Services
Enhance information access for students and faculty to support the curriculum and research.

Connected Documents
2010-2011 Suggestion Box and My Library Account Report
G unnin Architecture Library Accreditation Report
ULAC report 2010-2011

G 2: Collections
Provide collections to support the curriculum and research of the University Community.

Connected Documents
Gunnin Architecture Library Accreditation Report
IAC Report
ULAC report 2010-2011

G 3: Facilities
Assess (evaluate) library facilities to respond to the changes in partnerships and the library’s vision.

G 4: Funding
Seek and increase revenue streams to support the functions of the library.

G 5: Personnel
Fill positions and adjust existing positions to align with the other library goals reflected below and in keeping with the vision for the future and the ever-changing

http://app.weaveonline.com/reports/DAR.aspx
environment.

G 6: Collaboration
Use collaborative efforts to support our mission and goals.

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

SLO 1: Service offerings
Analyze and investigate new and existing services to enhance learning.

Connected Documents
2010-2011 Suggestion Box and My Library Account Report
Gunnin Architecture Library Accreditation Report

Relevant Associations:

Institutional Priority Associations
1.1 Excel in teaching at both the undergraduate and graduate levels
1.4 Foster Clemson's academic reputation
3.1 Attract students who rank in the top 10% of their class and perform exceptionally well on SAT/ACT
4.2 Rededicate our energy and resources to improving the library

Strategic Plan Associations
Clemson University
2.6 Encourage academic success
4.4 Improve customer service
7.1 Build academic reputation

Related Measures

M 5: Library Instruction
Continue to expand Bibliographic Instruction in the classroom.

Source of Evidence: Service Quality

Connected Document
2010-2011 Instruction Report

Target:
Send Library Instruction Coordinator for training in assessment methods that will lead toward further improvement. Create assessment tools for first-year student library workshops.

Finding (2010-2011) - Target: Met
Instruction Coordinator attended ACRL Immersion Program for Assessment in November 2010. Confidence-based assessment was used for Fall 2010 workshops. As a result of tools learned at the Immersion Program, the Instruction Coordinator created rubric-based assessment: for Spring 2011 workshops.

M 9: Cooper Library Service points
** 4th Floor Service Points analyzed - Reference desk relocated; IT desk added
Source of Evidence: Discussions / Coffee Talk

Connected Document
2010-2011 Suggestion Box and My Library Account Report

Target:
Services summit with Reference, Circulation, & CCIT employees will be held.

Finding (2010-2011) - Target: Met
Services summit was held during the summer of 2010; individual meetings were held with each unit, then a joint meeting of Reference, Circulation and CCIT service center employees was held to determine number of and location of service points on the main floor of Cooper Library.

M 17: New and enhanced PASCAL services
PASCAL Visiting Patron—up and running by Fall, 2010 (External report PASCAL website) Pick Up Anywhere—up and fully functional by Spring, 2011 (External report PASCAL website)

Source of Evidence: External report

Target:

Finding (2010-2011) - Target: Partially Met
PASCAL Visiting Patron was implemented. Pick Up Anywhere not yet implemented, awaiting a Millennium upgrade to a new release.

Related Action Plans (by Established cycle, then alpha):
For full information, see the Details of Action Plans section of this report.

Implement Pick-up Anywhere service
Established in Cycle: 2010-2011
Complete Millennium upgrade, and implement Pick-up Anywhere service by year's end.

SLO 5: Existing space analysis
Analyze existing space and plan for its effective use.

Relevant Associations:

Institutional Priority Associations
4.2 Rededicate our energy and resources to improving the library

Related Measures

M 3: Gunnin Library Renovation
Complete Gunnin Library Renovation.

Source of Evidence: Efficiency

Target:
Complete space analysis before beginning construction.

Finding (2010-2011) - Target: Met
Space analysis complete, and floor plans created. See document repository.
M 9: Cooper Library Service points
** 4th Floor Service Points analyzed - Reference desk relocated; IT desk added
Source of Evidence: Discussions / Coffee Talk

Connected Document
2010-2011 Suggestion Box and My Library Account Report

Target:
Evaluate space in learning commons to determine appropriate location of Reference and CCIT service points.

Finding (2010-2011) - Target: Met
Space evaluated and service desk locations determined. Libqual survey of library users completed in 2011. Initial analysis of data shows ratings of library as place to be higher than expected.

M 14: Cooper Library space analysis
Partner with local architectural firm to implement a building-wide design challenge. Provide input and receive report with recommendations. Plan for implementation and building into budget and master building plan.

Source of Evidence: External report

Target:
Complete the space analysis of Cooper Library with Craig, Gaulden Davis Architects.

Finding (2010-2011) - Target: Partially Met
By June 30, draft two of the Cooper Library Road map had been completed. Libqual survey of library users completed in 2011. Initial analysis of data shows ratings of library as place to be higher than expected.

Related Action Plans (by Established cycle, then alpha):
For full information, see the Details of Action Plans section of this report.

Cooper Library Road Map
Established in Cycle: 2010-2011
Final Cooper Library Road Map will be completed 2011/12.

M 16: New facility at Advanced Materials Campus
Along with the Libraries Digital Initiatives and Remote Storage, plan space move for collections and staff to new facility.

Source of Evidence: Discussions / Coffee Talk

Target:
Complete the facility plan with architect Michael Allen, have plans approved and begin construction.

Finding (2010-2011) - Target: Partially Met
Plans were completed, but final approvals were not done by June 30, 2011.

Related Action Plans (by Established cycle, then alpha):
For full information, see the Details of Action Plans section of this report.
Complete approvals, begin construction  
*Established in Cycle: 2010-2011*
Complete final approvals and begin construction in 2011/12.

**Complete Construction of ETC 103**  
*Established in Cycle: 2010-2011*
Complete the construction of the facility for off-site storage, records management, and digital initiatives. Move those operati...

**M 28: Special Collections space**  
Identify and analyze unit capacity for future collections and expanding collections.

Source of Evidence: Discussions / Coffee Talk

**Connected Document**  
SC Annual Report

**Target:**
Inventory all archival holdings at STl and Remote Storage; prepare detailed inventories for unprocessed Thurmond Collection; investigate best practices for the storage, processing and access to architectural archival records.

**Finding (2010-2011) - Target: Met**  
Archival holdings inventoried with the finding that the unprocessed material has been reduced from 50% of holdings to 33%. Detailed inventories of unprocessed Thurmond Collection have been created and used for planning the processing of the remainder of the collection. Manuscript archivist attended workshop about management of architectural records. Dean and Special Collections staff visited repositories with substantial collections of architectural records to learn about their procedures.

**SLO 6: Operations enhancement**  
Improve operations and services through facilities expansion, renovation, and relocation.

**Connected Document**  
2010-2011 Suggestion Box and My Library Account Report

**Relevant Associations:**

**Institutional Priority Associations**

4.2 Rededicate our energy and resources to improving the library

**Related Measures**

**M 3: Gunnin Library Renovation**
Complete Gunnin Library Renovation.

Source of Evidence: Efficiency

**Target:**
Continue to perform duties during construction.

**Finding (2010-2011) - Target: Met**
Library remained open and viable throughout construction phase.
**M 16: New facility at Advanced Materials Campus**
Along with the Libraries Digital Initiatives and Remote Storage, plan space move for collections and staff to new facility.

Source of Evidence: Discussions / Coffee Talk

**Target:**
Develop a plan to establish operations at ETC 103

**Finding (2010-2011) - Target: Not Met**
Since the facility was not completed by June 30, 2011 and the Head of Digital Initiatives resigned, plans were delayed.

**Related Action Plans (by Established cycle, then alpha):**
For full information, see the Details of Action Plans section of this report.

**Complete organizational plan**
*Established in Cycle: 2010-2011*
Finish organizational framework for ETC 103 operations by year's end.

**ETC Operations Plan**
*Established in Cycle: 2010-2011*
Eric Shoaf, Associate Dean, was tasked with developing a plan for ETC operations.

**M 22: Cataloging Unit customer satisfaction**
Examine Cataloging Unit services. Description: Take survey information and use it to enhance cataloging services

Source of Evidence: Client satisfaction survey (student, faculty)

**Target:**
Conduct survey; use results to improve services.

**Finding (2010-2011) - Target: Met**
Survey conducted Summer 2010. Cataloging services examined: processes for relocation of items; special project processes; turnaround time of DVDs.

**M 25: Acquisitions reorganization**
Combine searching/ordering sections of Acquisitions under the direction of Library Manager in order to reduce redundancies, automate selection process, and incorporate gift program into existing positions. One position eliminated as a result. Redistribute duties of recently retired employee in receiving section of Acquisitions resulting in the elimination of one position in that section.

Source of Evidence: Efficiency

**Target:**
Realize efficiencies in selection, searching, ordering, and gift processing through automation, consolidation and cross-training. Increase efforts related to electronic resources by retraining existing receiving staff to check links, coverage, and proxy access.

**Finding (2010-2011) - Target: Met**
Consolidated searching, ordering, and gift processing under one manager. Implemented selection through YBP's Gobi system. Staff being cross-trained to search, order, and process gifts. Receiving manager and
receivers trained to check links, coverage, and proxy server access. Thus far Ingenta and EBSCO EJS titles have been checked.

**SLO 9: Existing collections**
Evaluate, maintain, provide access to, and preserve existing collections.

**Connected Document**

**IAC Report**

**Relevant Associations:**

**Institutional Priority Associations**

4.2 Rededicate our energy and resources to improving the library

**Strategic Plan Associations**

Clemson University

1.1 Provide undergraduate research
1.2 Revitalize general education
7.1 Build academic reputation
7.4 Improve Web presence

**Related Measures**

**M 6: Gunnin Inventory**
Complete 100% inventory of holdings. (Admn Measures Efficiency, Doc Analysis, Service Quality)

Source of Evidence: Service Quality

**Target:**

Inventory was completed on time.

**Finding (2010-2011) - Target: Met**

Inventory completed.

**M 10: Cooper Library Collection analysis**

- Reference Collection: Reference Information Access Policy revised; at least 25% of collection analyzed and relocated. (Measure = Activity Volume)

    Responsible: Head of Reference

- Information Access Policies: at least 50% of individual subject Information Access Policies will be updated and/or revised. (Measure = Activity Volume)

    Responsible: Reference subject liaisons

- Government Documents: Create and implement process to acquire and discard government documents as a selective federal depository library (Measure = Efficiency)

    Responsible: Government Documents Librarian

Evaluate online journal package from Taylor & Francis. Identify core titles, collect usage statistics and determine cost per use. Package cancellation will allow us to cover serial inflation and to purchase/license new resources as requested by faculty.

Cataloging Unit will participate in collection management projects. Contribute to collection assessment, deselection, and management projects.

Source of Evidence: Activity volume

**Target:**

At least 25% of reference collection will be analyzed and relocated. At least 50% of individual subject Information Access Policies will be updated and/or revised. Create and implement process to acquire and discard government
documents as a selective federal depository library.

**Finding (2010-2011) - Target: Partially Met**
Reference collection analyzed by subject librarians for what items should remain a part of the reference collection; continued evaluation and relocation will take place during 2011-2012. Out of 59 Information Access Policies, 21 (36%) were updated or revised to reflect the current collection needs of academic departments; 3 new policies were created for new programs. All IAC policies are available for viewing at http://www.clemson.edu/library/reference/infoAccessPolicies.html. The Government Documents librarian modified subscriptions with a database provider and the Government Printing Office to receive fewer tangible materials and developed a discard process in collaboration with other libraries in the southeast.

**Related Action Plans (by Established cycle, then alpha):**
For full information, see the Details of Action Plans section of this report.

**Complete in next cycle**
*Established in Cycle: 2010-2011*
Reference collection evaluation and information access policies to be completed by end of FY 2011/12.

**M 12: Tillman Media Center**
Continue to work with the School of Education's Media Center to provide materials and services. Work to create a more useable collection. Offer in-house workshops. Provide reference service. Provide cataloging and circulation support.

**Source of Evidence:** Evaluations

**Connected Document**
2010-2011 Tillman Media Center Progress Report

**Target:**
The cataloging of all Tillman Media Center materials will be completed and records in the system for checkout.

**Finding (2010-2011) - Target: Met**
All items in Tillman are in the catalog and used for circulate items to patrons.

**M 13: Government Documents**
Government Documents: To become a Center of Excellence as a part of ASERLS's plan to collaboratively manage the region's federal depository documents collections. (Measure = Other admin)

**Source of Evidence:** Administrative measure - other

**Target:**
Analyze our existing documents collection, coupled with Clemson academic strengths to identify possible Centers of Excellence responsibilities.

**Finding (2010-2011) - Target: Met**
Clemson University Libraries entered into an agreement with ASERL to serve as the Center of Excellence for National Park Service (I29) materials on January 4, 2011.
M 15: Digitization/Records Management consolidation
Combine Digital Initiatives/IT and Records Management into a single unit.
Source of Evidence: Government standards

**Target:**
Existing collections will experience no change in management.

**Finding (2010-2011) - Target: Met**
No change in management for existing collections occurred.

M 18: NUC project
Establish a evaluation of NUC usethrough a research study.
Source of Evidence: Benchmarking

**Connected Document**
NUC Use Study Form

M 19: Kudzu
KUDZU—new services and next gen systems being investigated
Source of Evidence: Discussions / Coffee Talk

**Target:**
Work with KUDZU and ASERL to maintain and expand KUDZU services.

**Finding (2010-2011) - Target: Met**
ASERL/KUDZU group considered the following services: using ILLiad for data mining; establishing a RAPID node for ASERL universities; using the ALIAS system. No decision made to implement.

SLO 10: New information resources
Identify, acquire, and provide access to new resources to support the curriculum and research.

**Connected Document**
IAC Report

**Relevant Associations:**

**Institutional Priority Associations**
4.2 Rededicate our energy and resources to improving the library

**Strategic Plan Associations**
Clemson University
1.1 Provide undergraduate research
1.2 Revitalize general education
2.1 Recruit top undergraduates
2.6 Encourage academic success
7.1 Build academic reputation

**Related Measures**

M 7: Gunnin collection development
Extend contact through state professional organizations to procure funds and resources for collection development.
Source of Evidence: Service Quality
Source of Evidence: Service quality

Target:
Extend contacts to state organizations.

Finding (2010-2011) - Target: Met
Funding procured from the South Carolina Board of Architecture Examiners and the South Carolina Student Chapter of the South Carolina Association of Landscape Architects.

M 13: Government Documents
Government Documents: To become a Center of Excellence as a part of ASERLS's plan to collaboratively manage the region's federal depository documents collections. (Measure = Other admin)
Source of Evidence: Administrative measure - other

Target:
Clemson University Libraries entered an agreement with ASERL to serve as the Center of Excellence for National Park Service (129) materials on January 4, 2011. The agreement paves the way for acquiring National Park Service documents in the future.

Finding (2010-2011) - Target: Met
Celina Nichols attended a webinar for use of the disposition tool developed by University of Florida for acquiring materials.

M 23: Purchase/acquire new titles and information resources
Catalog newly acquired collections according to established timetables. Acquire new archival collections and provide access through arrangement and description. Process current archival collections and make them accessible through finding aids and the web.

Source of Evidence: Administrative measure - other

Connected Document
2010-2011 Suggestion Box and My Library Account Report

Target:
Acquire additional records from University Offices including Office of President and General Council. Acquire additional manuscript collections particularly in areas of collection emphasis. Arrange and describe collections and prepare work forms for input by Cataloging. Cataloging workforms completed within established period of time to avoid a backlog.

Finding (2010-2011) - Target: Met
Process records for Office of the President, 1000 2004; arrange and describe addition to Harry Dent Papers, do minimal level processing on four other archival series; process Mss 342 South Carolina Review Records and Mss 346 League of Women Voters Clemson Area. Process the Judiciary Committee series of Thurmond Collection. Acquire papers of Congressman Gresham Barrett & records of architecture firm Cummings & McCrady. Accession 265 cubic feet of University records & 115 cubic feet of manuscripts and artifacts. Cataloging workforms completed as received.

M 27: Cooperative purchasing
Participate in appropriate consortia for journal and database licensing in order to increase access and reduce costs.
increase access and reduce costs.
Source of Evidence: Student satisfaction survey at end of the program

**Target:**

For existing deals, increase the number of titles available and keep inflation to a minimum or zero during economic downturn. For newly licensed resources, identify or negotiate the best possible discounts.

**Finding (2010-2011) - Target: Met**
The Wiley/Blackwell combined e-journal contract through the Carolina Consortium added approximately 500 titles in the social sciences and humanities without increasing costs. Several vendors agreed to zero price increases through the Carolina Consortium including EBSCO Publishing. All consortia are checked for offers when placing new orders and best price is negotiated if no consortial offers available.

**SLO 11: Campus partnerships**
actively maintain, seek and encourage partnerships on campus for student, faculty, and research success.

**Connected Document**
ULAC report 2010-2011

**Relevant Associations:**

**Institutional Priority Associations**

4.2 Rededicate our energy and resources to improving the library

**Related Measures**

**M 8: Gunnin networking**
Develop increased liaisons and networks within Lee Hall and the College of Arts, Architecture, and Humanities.

Source of Evidence: Student satisfaction survey at end of the program

**Target:**

Expand campus facilities and partnerships.

**Finding (2010-2011) - Target: Met**
Work was begun on designing the new structure(s) for the Clemson Architecture Center in Charleston. Worked with architects and Architecture Department to design the new library and information common for the building. Extended communication with the Art and Communications Studies faculty to begin a critical film series of independent films in Lee Hall.

**M 9: Cooper Library Service points**

** 4th Floor Service Points analyzed - Reference desk relocated; IT desk added

Source of Evidence: Discussions / Coffee Talk

**Connected Document**
2010-2011 Suggestion Box and My Library Account Report

**Target:**

Collaborate with CCIT to determine what services they will provide in learning commons.
**Finding (2010-2011) - Target: Met**

Worked with CCIT Customer Support Center director and staff to determine staffing and services in the learning commons; it was decided that CCIT students would staff a service point that would mirror hours of the Research Services desk and a CCIT trainer would provide software support two afternoons per week.

**M 11: Cooper Library Collaboration**

Continue to collaborate with CCIT, Undergraduate Studies, and Intercultural Office to provide information for incoming students (Measure = Discussions)

Partner with CCIT and open Learning Commons on 4th floor east of Cooper complete with new staffed service desks

Source of Evidence: Discussions / Coffee Talk

**Target:**

Complete phase I Cooper Library Learning Commons. Complete service desk installations on 4th floor. Continue to work with Undergraduate Studies on LIB100.

**Finding (2010-2011) - Target: Met**

Phase I of the Learning Commons and the services desks on the 4th floor of Cooper Library were completed August 2010. Since LIB100 is taught each year by library faculty, continual collaboration with Undergraduate Studies will occur.

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

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

**Continued collaboration**

*Established in Cycle: 2010-2011*

Continue to work with CCIT on services in Cooper Library. Continue to refine LIB100 with Undergraduate Studies.

**M 12: Tillman Media Center**

Continue to work with the School of Education's Media Center to provide materials and services Work to create a more useable collection Offer in-house workshops Provide reference service Provide cataloging and circulation support

Source of Evidence: Evaluations

**Connected Document**

[2010-2011 Tillman Media Center Progress Report](#)

**Target:**

Work with School of Education faculty to provide appropriate services and resources for use.

**Finding (2010-2011) - Target: Met**

Student employees were trained to use the library system, Anne Grant worked to provide support with regular hours at the Media Center. Anne Grant worked with other Cooper Library staff to troubleshoot problems as they arose.

**SLO 12: Off campus partnerships**

Actively maintain, seek, and encourage partnerships outside the University
Community for student, faculty, and research success.

**Relevant Associations:**

**Institutional Priority Associations**

4.2 Rededicate our energy and resources to improving the library

**Related Measures**

**M 13: Government Documents**
Government Documents: To become a Center of Excellence as a part of ASERLS's plan to collaboratively manage the region's federal depository documents collections. (Measure = Other admin)

Source of Evidence: Administrative measure - other

**Target:**
Participate in the Center of Excellence program, contributing to its effectiveness.

**Finding (2010-2011) - Target: Met**
Clemson University determined an appropriate SUDOCs area for the library to claim, and entered a formal agreement with ASERL to actively collect National Park Service material (129), and to accept any potential discards in this area for retention. Celina Nichols attended a webinar on using the disposition database created by University of Florida.

**M 24: NACO**
Participate in the Library of Congress Program for Cooperative Cataloging.
Description: Maintain membership in NACO Program.

Source of Evidence: Activity volume

**Target:**
Meet or exceed yearly quota required for full participation in the program.

**Finding (2010-2011) - Target: Met**
Yearly quota exceeded for the Library of Congress' fiscal year. 284 NACO records or changes to records completed by Clemson catalogers. Information particularly related to RDA and NACO disseminated to unit faculty and staff.

**M 27: Cooperative Purchasing**
Participate in appropriate consortia for journal and database licensing in order to increase access and reduce costs.

Source of Evidence: Student satisfaction survey at end of the program

**Target:**
Increase cooperation with other institutions in the state and region by acting through appropriate consortia such as PASCAL, DISCUS, the Carolina Consortium, Lyrasis, and ASERL.

**Finding (2010-2011) - Target: Met**
Remain aware of consortial deals and other efforts available through local and regional groups. Participate on PASCAL and DISCUS statewide committees, attend meetings, and complete surveys as appropriate. Attend Carolina Consortium annual meeting and ASERL meetings as
available.

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

O/O 2: Information access tools
Investigate and implement tools to enhance access.

Relevant Associations:

Institutional Priority Associations

1.1 Excel in teaching at both the undergraduate and graduate levels
1.2 Increase research and sponsored programs
1.4 Foster Clemson's academic reputation
3.1 Attract students who rank in the top 10% of their class and perform exceptionally well on SAT/ACT
4.2 Rededicate our energy and resources to improving the library

Strategic Plan Associations

Clemson University

1.1 Provide undergraduate research
1.2 Revitalize general education
2.1 Recruit top undergraduates
7.4 Improve Web presence

Related Measures

M 4: Libguides
Expand Libguides and information available through the Libraries' web pages.
Source of Evidence: Student satisfaction survey at end of the program

Target:
Increase number of research and informational web-based guides within the LibGuides platform; increase the number of access points to LibGuides on the Library web site.

Finding (2010-2011) - Target: Met
129 Libguides accessible.

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

Libguides
Established in Cycle: 2010-2011
Continue to increase number of Libguides and enhance content.

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

M 12: Tillman Media Center
Continue to work with the School of Education's Media Center to provide materials and services Work to create a more usable collection Offer in-house workshops Provide reference service Provide cataloging and circulation support

Source of Evidence: Evaluations

Connected Document

http://app.weaveonline.com/reports/DAR.aspx
2010-2011 Tillman Media Center Progress Report

Target:
Catalog materials for Tillman in a timely manner.

Finding (2010-2011) - Target: Met
Materials were routinely added to Tillman Media Center regularly, with no backlog of materials in Cataloging.

M 18: NUC project
Establish a evaluation of NUC usethrough a research study.
Source of Evidence: Benchmarking

Connected Document
NUC Use Study Form

Target:
Formulate and propose parameters of study; gain approval from IRB; establish framework for conducting study.

Connected Document
NUC Use Study Form

Finding (2010-2011) - Target: Met
Parameters and framework of study established; IRB approval gained. Study begun late summer 2011.

Connected Document
NUC Use Study Form

M 21: New cataloging standards
Implement new cataloging standards, by examining standards and train staff in their use.

Source of Evidence: Professional standards

Target:
Examine and implement new national level cataloging standards.

Finding (2010-2011) - Target: Partially Met
Partially met, due to the national libraries delaying implementation of RDA until January 2013. Access to RDA Toolkit purchased; catalogers are examining it. Training opportunities and methods are being considered.

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

Implement new cataloging standards
Established in Cycle: 2010-2011
Implement new cataloging standards in accordance with the implementation timeline of the Library of Congress.

Implement new standards
Established in Cycle: 2010-2011
Examine new cataloging standards; begin to train technical services staff in their use and inform public services staff about th...

For full information, see the Details of Action Plans section of this report.
O/O 3: Staffing deficiencies
Identify areas of deficiency in staffing and fill with new hires.

Relevant Associations:

Institutional Priority Associations

4.2 Rededicate our energy and resources to improving the library

Related Measures

M 1: New hires
Based upon consultant report, discussions regarding library goals, and analysis of academic trends, fill the following positions: Associate Dean (establish search committee and complete search process by year's end.) Electronic Resources Librarian (Develop job advertisement, review applications, and hire Electronic Resources Librarian by year's end.) Digital Projects Librarian

Source of Evidence: External report

Target:
Fill three positions indicated in objective.

Finding (2010-2011) - Target: Met
All three positions filled by June 30, 2011.

M 20: Cataloging Unit reorganization
Description: Reorganize Cataloging Unit to reflect stronger needs for provision of metadata and electronic resources access. Align existing sections and positions in Cataloging Unit to library goals and vision. Align newly created sections to library goals and vision.

Source of Evidence: Existing data

Target:
Identify staffing deficiencies in the Cataloging Unit based on service needs.

Finding (2010-2011) - Target: Met
Deficiencies identified in the areas of electronic books cataloging and metadata provision.

O/O 4: Repurpose staff
Repurpose existing staff to meet needs and accomplish goals.

Relevant Associations:

Institutional Priority Associations

4.2 Rededicate our energy and resources to improving the library

Related Measures

M 2: personnel/operations analysis
Using trend information and information on 21st century libraries and resource analysis, do the following: Reorganize units for efficiency Analyze results of job analysis and implement recommendations as needed/able to include rewriting position descriptions to align described duties with actual duties performed (Gunnin) Restructure positions as attrition and retooling opportunities avail themselves, and provide position descriptions for faculty.
Source of Evidence: Efficiency

Connected Document
Gunnin Architecture Library Accreditation Report

Target:
Complete analysis by June 30, 2011.

Finding (2010-2011) - Target: Met
Thorough analysis of positions and appropriate actions taken, realigning duties among staff. Libqual survey of library users completed in 2011. Initial analysis of data shows high ratings of customer service.

M 15: Digitization/Records Management consolidation
Combine Digital Initiatives/IT and Records Management into a single unit.

Source of Evidence: Government standards

Target:
Begin the process of repurposing Records Management staff into Digital Initiatives/IT to increase efficiency.

Finding (2010-2011) - Target: Met
Records Management staff member began transition into Digital Initiatives/IT. Discussion began concerning consolidation of the two units.

M 20: Cataloging Unit reorganization
Description: Reorganize Cataloging Unit to reflect stronger needs for provision of metadata and electronic resources access. Align existing sections and positions in Cataloging Unit to library goals and vision. Align newly created sections to library goals and vision.

Source of Evidence: Existing data

Target:
Create unit sections that align with the Libraries goals, repurposing existing faculty and staff positions.

Finding (2010-2011) - Target: Met
Unit reorganized effective November 1, 2010. Electronic Resources and Metadata section created; Monographs and Special Formats sections merged. All repurposed existing and currently filled positions. Unfilled vacant position re-deployed elsewhere in library.

M 25: Acquisitions reorganization
Combine searching/ordering sections of Acquisitions under the direction of Library Manager in order to reduce redundancies, automate selection process, and incorporate gift program into existing positions. One position eliminated as a result. Redistribute duties of recently retired employee in receiving section of Acquisitions resulting in the elimination of one position in that section.

Source of Evidence: Efficiency

Target:
Save money by eliminating two positions.

Finding (2010-2011) - Target: Met
Reduced staffing by two positions and incorporated duties from those...
positions into existing staff positions.

**O/O 7: Grant funding**
Obtain and successfully administer grant funding.

**Relevant Associations:**

**Institutional Priority Associations**

4.2 Rededicate our energy and resources to improving the library

**Related Measures**

**M 29: Grant completion**
Complete implementation of grant funded projects (list) 1: 2:

Source of Evidence: Government standards

**Target:**
Procure $773,444 IMLS National Leadership Grant to support the development of the Open Parks Grid, with $827,284 of matching funds from Clemson University. Begin implementation of Open Parks Grid grant activities and fill position of Systems Programmer II.

**Finding (2010-2011) - Target: Met**
Clemson University awarded IMLS National Leadership Grant for full amount in September 2010. Initial working group meetings held, graduate and undergraduate students hired. Infrastructure development for Fedora and HubZero initiated. Bound and archival materials identified for digitization. 16,746 images scanned for OPG. Workflow management plan developed. Approximately 1.25 million bound pages identified for digitization. Systems Programmer II position filled.

**O/O 8: Private funding**
Increase private funding to support library goals.

**Relevant Associations:**

**Institutional Priority Associations**

4.2 Rededicate our energy and resources to improving the library

**Strategic Plan Associations**

Clemson University

6.5 Increase internal and non-traditional revenues

**Related Measures**

**M 26: Book Sale**
Hold annual book sale and garner revenue from other avenues such as BetterWorldBooks.

Source of Evidence: Student satisfaction survey at end of the program

**Target:**
Generate total revenue from book sale and book consignment of at least $10,000. Offer a team-building opportunity for Libraries employees and a public relations event for the University and local community.

**Finding (2010-2011) - Target: Met**
Held successful annual book sale on September 24, 2010 grossing
$8974. Earned additional revenue of $1027 from BetterWorld Books and $141 from BookConsignments. Library and community volunteers each received a voucher for 5 free books as a thank you for their participation.

**M 30: Private fund projects**
Work on projects funded with private dollars. (list) 1:

Source of Evidence: Discussions / Coffee Talk

*Target:*
Ordered library materials with private dollars, according to stipulations in fund agreements. Records were entered into stewardship database.

**Finding (2010-2011) - Target: Met**
Materials were ordered, received and expended according to agreements, and records input by end of fiscal year.

**M 31: Increase private giving**
Work with Development, Loyalty Committee, and Library Ambassadors to increase private giving by establishing new endowments and major gifts. Complete the Sigma Alpha Zeta Presentation Room project.

Source of Evidence: Discussions / Coffee Talk

*Target:*
Kay Wall to attend all Loyalty Committee meetings. Engage Library Ambassadors by holding quarterly meetings of Ambassadors. Complete funding drive for the Sigma Alpha Zeta Presentation Room.

**Finding (2010-2011) - Target: Partially Met**
Kay Wall attended all Loyalty meetings and conference calls held. Three Library Ambassador meetings were held, one in conjunction with the President's Race to the Rock in March 2011. The Sigma Alpha Zeta fundraising project continued but was not completed.

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

**Complete by year's end**

*Established in Cycle: 2010-2011*
Complete obligations with Loyalty Committee by year's end, Sigma Alpha Zeta funding completed by year's end.

**Development Activity**

*Established in Cycle: 2010-2011*
Complete the funding drive for the Sigma Alpha Zeta Presentation Room and see to its installation. Continue to work with Librar...
Relationships (Measure | Outcome/Objective):
*Measure*: New facility at Advanced Materials Campus | *Outcome/Objective*: Existing space analysis

**Projected Completion Date**: 09/2011

**Complete by year's end**
Complete obligations with Loyalty Committee by year's end, Sigma Alpha Zeta funding completed by year's end.

**Established in Cycle**: 2010-2011
**Implementation Status**: Planned
**Priority**: High

Relationships (Measure | Outcome/Objective):
*Measure*: Increase private giving | *Outcome/Objective*: Private funding

**Projected Completion Date**: 12/2011

**Complete Construction of ETC 103**
Complete the construction of the facility for off-site storage, records management, and digital initiatives. Move those operations to ETC 103.

**Established in Cycle**: 2010-2011
**Implementation Status**: Planned
**Priority**: High

Relationships (Measure | Outcome/Objective):
*Measure*: New facility at Advanced Materials Campus | *Outcome/Objective*: Existing space analysis

**Complete in next cycle**
Reference collection evaluation and information access policies to be completed by end of FY 2011/12.

**Established in Cycle**: 2010-2011
**Implementation Status**: Planned
**Priority**: High

Relationships (Measure | Outcome/Objective):
*Measure*: Cooper Library Collection analysis | *Outcome/Objective*: Existing collections

**Projected Completion Date**: 06/2012
**Responsible Person/Group**: Suzanne Rook-Schilf

**Complete organizational plan**
Finish organizational framework for ETC 103 operations by year's end.

**Established in Cycle**: 2010-2011
**Implementation Status**: Planned
**Priority**: High

Relationships (Measure | Outcome/Objective):
*Measure*: New facility at Advanced Materials Campus | *Outcome/Objective*: Operations enhancement

**Projected Completion Date**: 12/2011
**Continued Collaboration**

Continue to work with CCIT on services in Cooper Library. Continue to refine LIB100 with Undergraduate Studies.

*Established in Cycle: 2010-2011*

*Implementation Status: Planned*

*Priority: High*

*Relationships (Measure | Outcome/Objective):*
  - **Measure:** Cooper Library Collaboration | **Outcome/Objective:** Campus partnerships

*Projected Completion Date: 06/2012*

*Responsible Person/Group: Reference Unit; Library Administration.*

**Cooper Library Road Map**

Final Cooper Library Road Map will be completed 2011/12.

*Established in Cycle: 2010-2011*

*Implementation Status: Planned*

*Priority: High*

*Relationships (Measure | Outcome/Objective):*
  - **Measure:** Cooper Library space analysis | **Outcome/Objective:** Existing space analysis

*Projected Completion Date: 10/2011*

**Development Activity**

Complete the funding drive for the Sigma Alpha Zeta Presentation Room and see to its installation. Continue to work with Library Ambassadors to increase giving to the Library. Consider conducting a September 2011 phonathon through annual giving.

*Established in Cycle: 2010-2011*

*Implementation Status: Planned*

*Priority: High*

*Relationships (Measure | Outcome/Objective):*
  - **Measure:** Increase private giving | **Outcome/Objective:** Private funding

**ETC Operations Plan**

Eric Shoaf, Associate Dean, was tasked with developing a plan for ETC operations.

*Established in Cycle: 2010-2011*

*Implementation Status: Planned*

*Priority: High*

*Relationships (Measure | Outcome/Objective):*
  - **Measure:** New facility at Advanced Materials Campus | **Outcome/Objective:** Operations enhancement

**Implement new cataloging standards**

Implement new cataloging standards in accordance with the implementation timeline of the Library of Congress.

*Established in Cycle: 2010-2011*
Implementation Status: In-Progress
Priority: Medium

Relationships (Measure | Outcome/Objective):
  Measure: New cataloging standards | Outcome/Objective:
  Information access tools

Implementation Description: Examine new cataloging standards; begin to train technical services staff in their use and inform public services staff about the impact on their work.
Projected Completion Date: 06/2012
Responsible Person/Group: Cataloging Unit
Additional Resources: Possible funding for training.
Budget Amount Requested: $1,000.00 (recurring)

Implement new standards
Examine new cataloging standards; begin to train technical services staff in their use and inform public services staff about the impact on their work.

Established in Cycle: 2010-2011
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
  Measure: New cataloging standards | Outcome/Objective:
  Information access tools

Projected Completion Date: 06/2012

Implement Pick-up Anywhere service
Complete Millennium upgrade, and implement Pick-up Anywhere service by year’s end.

Established in Cycle: 2010-2011
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
  Measure: New and enhanced PASCAL services | Outcome/Objective: Service offerings

Projected Completion Date: 12/2011

Libguides
Continue to increase number of Libguides and enhance content.

Established in Cycle: 2010-2011
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
  Measure: Libguides | Outcome/Objective: Information access tools

Analysis Questions and Analysis Answers

What is the name, position title, e-mail address and primary assessment role for the 'owner' of this program's assessment/WEAVE record?
Eric Shoaf, Associate Dean of Libraries, email: shoaf@clemson.edu Role: Collect and analyze the libraries' statistical data and develop an active assessment program.

2. Does your program/unit have an Assessment Committee (Yes or No)? If Yes, please describe briefly its structure, role, and activities. If No, enter the word No in this section.

The Unit Heads group functions as the Assessment Committee for the library. Comprised of unit heads, associate dean, and dean of libraries, the group meets semi-weekly to review and discuss library plans, outcomes, and measures among other administrative matters.

What specifically did your assessments show regarding proven strengths or progress you made on outcomes/objectives?
Assessment showed the libraries' continued strengths in areas of customer service, renovation and space improvements, cooperation with other campus departments, and internal re-organization. Overall, nearly all achievement targets were met or partially met. Eighty-five percent of the targets were met and there was only one unmet achievement target. Updated action plans were developed for all targets not fully met. Analysis of the measures shows that progress was made on all of the libraries' outcomes/objectives.

What specifically did your assessments show regarding any outcomes/objectives that will require continued attention?
Staff in the libraries will continue to give attention to the outcomes/objectives as many are continuing into the next cycle. Overall, progress was made in all areas during 2010/11 as documented in the report. Outcomes/objectives expected to receive the most frequent continued attention are information resources and access tools, operations enhancement, and service offerings.

How specifically does your program plan to respond to assessment findings that require attention (from question #4)?
Based on initial analysis of the Libqual user survey conducted in spring of 2011, in which the libraries were rated by 863 respondents, the ratings were higher for service offerings. Although pleased with this response, the libraries will nonetheless redouble efforts aimed at providing users with the quickest and most efficient delivery of materials and resources. In addition, plans for operations enhancement include a further analysis of staffing levels in various units, and the organizational structure itself as well as realizing any efficiencies gained through use of technology. Among Libqual respondents, some rated the library as not completed meeting their preferences for information resources and access tools. With this in mind, the library will provide more resources in electronic forms, re-appraise database subscriptions, and take advantage of any consortial and shared owner/subscriber models to provide the best mix of platforms for information delivery.

Annual Report Section Responses

Executive Summary
The Clemson University Libraries continue to work toward the accomplishment of goals. See the highlights section for the actions of each unit.

Contributions to the Institution
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 to support the
intellectual pursuits of its students and faculty.

Highlights
Library Unit Annual Summaries Special Collections The development of new collection
initiatives continued during 2010-2011 while current collection areas continued to
make up the bulk of accessions in Special Collections. The unit continued efforts to
document the Clemson African American experience with some level of publicity as
well as the acquisition of some interesting items. The acquisition of South Carolina
Architectural archives has begun with the acquisition of the records of the first firm in
December. An inventory of the unit’s archival holdings determined that significant
progress has been made in the reduction of the unit’s backlog. Architecture Library
Gunnin Library was moved twice during this review cycle. 25,000 books were
removed to offsite storage along with over 200 pieces of furniture and fixtures. Major
construction was accomplished, remodeling the lower level to include 6 ranges of
floor level compact shelving, new lighting, and new placement of shelves to meet ADA
requirements. Further the faculty and staff moved into the lower level as the upper
level was remodeled. Remodel was still underway at the end of this review cycle.
Cataloging The Cataloging Unit’s efforts this year, aside from maintaining normal
cataloging production, focused on reorganization to better align itself with the
Libraries’ goals. This was the culmination of a 1.5 year project to inform unit
employees about current trends, examine our services, and respond to the needs of
the 21st century library. The reorganization resulted in the merging of two sections,
Monographs and Special Formats, and the creation of one new section, Electronic
Resources and Metadata. These joined the previously merged Serials and
Government Documents Section. In addition, the unit conducted a survey of internal
clients, and examined processes for relocation of items, processes for special
projects, and cataloging of video items. As a result of this examination, two positions
in the unit were reclassified at a higher level. The unit was also involved in the
planning of a new facility for remote storage, planning for a move to the 3rd floor, and
a number of special projects such as the ASERL Centers of Excellence for
government documents, the de-selection of government documents related to our
new selective status, and collection relocation projects within the Libraries. The unit
also started providing metadata for digital projects, as well as more consistent access
to electronic books than in the past. Acquisitions For 10/11, Acquisitions managed a
budget of $3.2 million for Library materials. We also provided support for the IAC
journals and databases review by providing needed usage data and cancelling titles
and closing holdings for all formats once decisions were finalized. The $350,000
savings from the review allowed us to cover inflation but no additional money was
allocated for new resources. Due to reductions in monograph allocations, we
instituted a patron-driven e-book plan and are adding new e-book contracts to YBP.
In addition, we held another successful fall book sale grossing $8974 and signed an
agreement with BookConsignments in Charleston to sell the more valuable gifts thus
trying to increase our gift revenue. Acquisitions also reorganized and filled vacant
positions. Searching, ordering, and gifts were combined under a single manager
allowing us to accept orders online from the selectors through YBP’s Gobi. The
receiving section began retooling to assist with maintenance of electronic resources:
checking links, coverage, and proxy server access. The electronic resources
specialist is now updating the proxy server for routine changes, and we were finally
able to hire our first ever Electronic Resources Librarian. We continued to add
resources to the Serials Solutions 360 Link resolver and conducted the license negotiation for Summon. We also participated in the Library Design Challenge with the hope of adding space for more effective gift management as well as affording opportunities for cross-training as we move increasingly into electronic resource management. The University and Libraries goals were supported through efforts to effectively manage a reduced budget by realigning staff within the unit, by working with the IAC on a serials review, and by implementing new services such as the patron driven e-book service through Coutt’s. We also continue to work and coordinate with PASCAL, DISCUS, the Carolina Consortium, and Lyrisis to save money and expand access to Information resources. Circulation Services Circulation Desk: Ordered and sold Library Tote Bags at the Desk. Paging turned on in Dec 2010 in preparation for Pascal’s Pick Up Anywhere service. Study room reservations, check out and demand seemed to explode as well as the use of the small equipment collection. Tillman assistance with services and use of Millennium continued through the year. Slack Maintenance: 4th floor west changes included VHS weeding project; popular magazine collection established; microform collections evaluated and move to 4 West. Shifting project completed in the summer 2010 on 5th floor; smaller shifts on 1st floor to correct the split in the Hs as well as to open up space for re-shelving on 1st & 5th to help with end-of-semester rush. Copy/Vend: Tiger1 upgrade and months of copy/print problems caused frustration for patrons. Forced to hang on to the old copiers until a confidentiality issue could be resolved. Finally new machines arrived in May 2011 but have a quirk patron must insert coins to start the process to scan to email and then the coin is refunded. Human Resources: Several staffing changes during the year. Just about the time we embarked on a new project with Reference to cover the Ref Desk with a circulation supervisor as a back-up from 8pm to 10pm, the supervisor in question resigned and took a librarian job. Weekend supervisor moved to a night LTA job and a new weekend supervisor was hired. One LTA (day shift) retired and another LTA (day) was hired to work in Acquisitions. Night person moved to a day position. New night supervisor was hired in May 2011. Facilities Projects: 4th & 5th floor restroom renovated August 15, 2010 big leak on 1st & 2nd floors; minimal damage to materials; carpet replaced. Learning Commons 4th floor east opened August 2010; new services desks and new furniture. CCIT moved to 201 and several adjacent offices including 107 & 108 on 1st floor. Capital Campaign Gala Event held in Cooper on August 27, 2010. Recycling Initiative (campus wide) came to Cooper in March 2011. 200 Walling Area renovation for CCIT Study Room Renovations Summer 2011 101, 102, 103, 208, 209 & 210 416 Brown Room Renovation 2 Summer 2011 marble slab removed Club chairs replaced in public areas with Novi chairs Classroom & PC chairs replaced Lobby benches recovered Records Management During the year, the Records Management unit provided consultation to over 80 administrative offices and departments. The State Budget and Control Board approved special schedules for the offices of Records and Registrations, Institutional Effectiveness, Research Compliance, and one additional general schedule for all administrative offices and departments. Records retention audits were completed in the following offices: College of Engineering, Institutional Effectiveness, Plant Industry, Human Resources, and others. A memorandum of understanding was developed and approved by the University General Counsel’s office to ensure vendor compliance with our vendor records. The records manager provided special assistance to the offices of General Counsel and the offices of Internal Auditing with special projects. The Records Manager provided assistance to departmental personnel in the offices of Human Resources, Financial Aid, Admissions, Housing, Graduate School and other area, concerning their document imaging initiatives. The unit records management consultation to the following outside agencies, City of
Clemson, South Carolina State University, University of South Carolina, City of Seneca, and others. We have begun to draw plans for our move to ETC Building. Reference The Reference Unit continued to provide excellent service to our patrons, whether their questions arrived in-person, by phone call, email, instant message or text message. In the fall of 2010 the main reference service point was renamed "Research Services" and relocated to the front lobby, moving away from the traditional "reference desk" tied to a large collection of reference books. During the year the unit worked on three goals: improving web guides, collection evaluation, and updating information access policies. To improve our web presence and update the look and feel of traditional pdf-based research guides, reference librarians created LibGuides (http://libguides.clemson.edu). Based on input from students and the unit's research guides incorporated visual elements such as video, book covers, and bold colors. Content is based on research needs of students in a specific field or class. Two collections were evaluated during the year: VHS tapes and gift books. In addition, the unit discussed refocusing the scope of the print reference collection in order to "right-size" the collection during 2011-2012. Liaisons also worked on updating and revising Information Access Policies in order to keep them in line with current academic programs and research needs. Approximately 50% of the policies were revised during the year.

Teaching Activities
Library faculty teach LIB100, the course on campus with the highest number of students registered. Library faculty also conduct instructional sessions on a regular basis on a variety of subjects and are reflected in each faculty member's FAS.

Research and Scholarly Activities
Nothing to report for this assessment cycle.

Public/Community Service
Nothing to report for this assessment cycle.

International Activities
Nothing to report for this assessment cycle.

Challenges
Academic libraries are in a state of transition that reflects the changes in higher education and society at large. Advances in technology have altered the face and ultimately the fundamentals of teaching, learning, and research. How scholarship is generated, communicated, collected, preserved, disseminated, interpreted, manipulated, and re-used are critical concerns for the library and all of Clemson University. Rather than diminishing or threatening the existence of libraries, technology offers an opportunity to partner in support of the university's mission as a "high seminary of learning." The Clemson Libraries' greatest challenge now is moving from an excellent 1990s library to a modern 21st century library.