Clemson University

Detailed Assessment Report
2011-2012 Clemson Libraries
As of 3/18/2013 11:20 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 Document
ULAC report 2010-2011

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

Connected Documents
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 environment.

G 6: Collaboration
Use collaborative efforts to support our mission and goals.
Other Outcomes/Objectives, with Any Associations and Related Measures, Targets, Findings, and Action Plans

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

Relevant Associations:

Institutional Priority Associations

4.1 Deploy new student and research information systems successfully.
5.1 Enhance and build teaching, research, student life, and athletic facilities.

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, bringing the librarian to the students in Gunnin Architectural Library. Send Cooper Library Instruction Coordinator for training in assessment of programs that will lead toward further improvement. Create assessment tools for first-year student workshops, Offer workshops to students, faculty, and staff via registration system

Source of Evidence: Service Quality

Target:
Increase the number of instruction sessions and attendees.

Finding (2011-2012) - Target: Met
During academic school term, completed 405 library instruction training sessions with a total of 7,617 attendees.

M 9: Cooper Library Service points
** 4th Floor Service Points analyzed - Reference desk relocated; IT desk added

Source of Evidence: Discussions / Coffee Talk

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

Finding (2011-2012) - Target: Met
Completed

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:
PASCAL Visiting Patron– up and running by Fall, 2010. Pick Up Anywhere–
up and fully functional by Spring, 2011.
Finding (2011-2012) - Target: Partially Met
Still awaiting IIL upgrade.

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

Relevant Associations:

Institutional Priority Associations
4.1 Deploy new student and research information systems successfully.

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 Gunnin web pages. 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.

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 (2011-2012) - Target: Met
169 Libguides available.

M 5: Library Instruction
Continue to expand Bibliographic Instruction in the classroom, bringing the librarian to the students in Gunnin Architectural Library. Send Cooper Library Instruction Coordinator for training in assessment of programs that will lead toward further improvement. Create assessment tools for first-year student workshops, offer workshops to students, faculty, and staff via registration system

Source of Evidence: Service Quality

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

Target:
Catalog materials for Tillman in a timely manner.

Finding (2011-2012) - Target: Met
Signed MOU with Education Department in 2012 for library to supervise
and operate Tillman Media Center as external library branch.

**M 18: NUC project**
Establish a evaluation of NUC usethrough a research study.

**Source of Evidence:** Benchmarking

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

**Finding (2011-2012) - Target: Met**
Study complete.

**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 (2011-2012) - Target: Partially Met**
Continued training in RDA. Release expected in 2013.

**O/O 3: Staffing deficiencies**
Identify areas of deficiency in staffing and fill with new hires.

**Relevant Associations:**

**Institutional Priority Associations**

3.6 Ensure talented leaders are available to manage new initiatives.

**Related Measures**

**M 1: New hires**
Base 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 (2011-2012) - Target: Met**
Filled Associate Dean and Electronic Resources Librarian positions in 2011. Filled E-Science Librarian position in 2012.

**M 20: Cataloging Unit reorganization**
Description: Reorganize Cataloging Unit to reflect stronger needs for provision of metacata 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.

Finding (2011-2012) - Target: Met
Completed

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

Relevant Associations:
Institutional Priority Associations
3.6 Ensure talented leaders are available to manage new initiatives.

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

Target:
Complete analysis by June 30, 2011.

Finding (2011-2012) - Target: Met
In 2012, completed 'Future is Now' strategic planning exercise which identified 35 specific recommendations / action items. Specifically, the planning project was meant to: analyze the trends in libraries and in the world of information and learning, addressing the changing nature of libraries and translating those issues into practice/operational change and transformed services for the library. analyze both current Clemson University Libraries’ practices/operations and library practices at other institutions. analyze the landscape for predictors of relevant future factors where proactive measures might be recommended. focus on specific actions required to advance the role of the library and deliver a document with specific recommendations based on the analysis. consider all resources (both financial and human) necessary to carry out its actions, taking into account the university mandate to divest in order to invest. consider nothing as 'sacred' other than meeting those needs of students and faculty. Although a specific re-organization was not proposed, it has emerged as the most efficient way to accomplish many of the recommendations in a timely manner.

M 15: Digitization/Records Management consolidation
Coordinate efforts with the Digital Initiatives Unit in ensuring University compliance with the South Carolina Public Records Act.

Source of Evidence: Government standards

Target:
Begin the process of repurposing Records Management staff into Digital Initiatives/IT to increase efficiency.
Finding (2011-2012) - Target: Met
Completed, although while some staff were repurposed into Digital Initiatives/IT, due to retirement some duties and responsibilities for records management were moved to University Archivist.

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.

Finding (2011-2012) - Target: Not Reported This Cycle
Not addressed in this cycle.

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. Save money by eliminating two positions.

Finding (2011-2012) - Target: Not Reported This Cycle
Completed.

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

Relevant Associations:

Institutional Priority Associations

5.1 Enhance and build teaching, research, student life, and athletic facilities.

Related Measures

M 3: Gunnin Library Renovation
Complete Gunnin Library Renovation.

Source of Evidence: Efficiency

Target:
Complete space analysis before beginning construction.

Finding (2011-2012) - Target: Not Reported This Cycle
Completed
M 9: Cooper Library Service points
** 4th Floor Service Points analyzed - Reference desk relocated; IT desk added

Source of Evidence: Discussions / Coffee Talk

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

Finding (2011-2012) - Target: Met
Completed

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 (2011-2012) - Target: Met
Cooper Library Roadmap completed and published.

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 (2011-2012) - Target: Met
Completed. The Library Depot facility opened in April 2012.

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

Source of Evidence: Discussions / Coffee Talk

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

Finding (2011-2012) - Target: Met
Additional material processed. Additional space gained for storage at Library Depot.

O/O 6: Operations enhancement
Improve operations and services through facilities expansion, renovation, and relocation.

Relevant Associations:
Institutional Priority Associations
Institutional Priority Associations

5.1 Enhance and build teaching, research, student life, and athletic facilities.

Related Measures

M 3: Gunnin Library Renovation
Complete Gunnin Library Renovation.
Source of Evidence: Efficiency
Target:
Continue to perform duties during construction.

Finding (2011-2012) - Target: Not Reported This Cycle
Completed

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 (2011-2012) - Target: Met
Completed. The Library Depot facility opened in April 2012.

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 (2011-2012) - Target: Met
Completed.

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.

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

Relevant Associations:
Institutional Priority Associations

3.7 Increase research expenditures by 50%.
3.9 Increase government, university, and industry partnerships.
4.1 Deploy new student and research information systems successfully.

Related Measures

M 29: Grant completion
Complete implementation of grant funded projects (list) 1: 2:
Source of Evidence: Government standards

Target:
Achievement Target 1: 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.

Finding (2011-2012) - Target: Met
Submitted proposal: Planning for the Preservation and Digitization of Historical Land Records at Clemson University in 2012.

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

Relevant Associations:

Institutional Priority Associations

3.9 Increase government, university, and industry partnerships.

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 (2011-2012) - Target: Met
Held successful annual book sale in September 2012.

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 (2011-2012) - Target: Met
Additional projects involving private dollars completed.

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 (2011-2012) - Target: Met
Increase in private giving focused on two Orange Glove Events which resulted in identification of new donors and $15,000 in donations to the library, along with the emergence of new Library Ambassadors.

O/O 9: Existing collections
Evaluate, maintain, provide access to, and preserve existing collections.

Connected Document
IAC Report

Relevant Associations:

Institutional Priority Associations
5.1 Enhance and build teaching, research, student life, and athletic facilities.

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:
Complete inventory.

Finding (2011-2012) - Target: Met
Project to add RFID tags (radio frequency identification) to all physical volumes in collection completed. Items inventoried as project progressed.

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 (2011-2012) - Target: Met**
Completed. Plan to hire Director of Collections Office to oversee all collections issues in 2013.

**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 cataloging and circulation support.

Source of Evidence: Evaluations

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

**Finding (2011-2012) - Target: Met**
Completed.

**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 (2011-2012) - Target: Met**
Completed.

**M 15: Digitization/Records Management consolidation**
Coordinate efforts with the Digital Initiatives Unit in ensuring University compliance with the South Carolina Public Records Act.

Source of Evidence: Government standards
Target.
Existing collections will experience no change in management.

Finding (2011-2012) - Target: Not Reported This Cycle
Completed

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

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

Target:
Examine next generation discovery systems for the Libraries’ use.

Finding (2011-2012) - Target: Not Reported This Cycle
Not addressed in this cycle.

O/O 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

4.1 Deploy new student and research information systems successfully.
4.3 Increase the number and quality of technology-enhanced classrooms.
5.1 Enhance and build teaching, research, student life, and athletic facilities.

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

Target:
Extend contacts to state organizations.

Finding (2011-2012) - Target: Met
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

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 (2011-2012) - Target: Met
  Completed.

M 19: Kudzu
KUDZU- new services and next gen systems being investigated

  Source of Evidence: Discussions / Coffee Talk

  Target:
  Examine next generation discovery systems for the Libraries' use.

  Finding (2011-2012) - Target: Not Reported This Cycle
  Not addressed in the cycle.

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

  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.
Finding (2011-2012) - Target: Met
Processed additional collections for the library to accepted standards using timely processes.

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:
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 (2011-2012) - Target: Not Reported This Cycle
Completed.

O/O 11: Campus partnerships
actively maintain, seek and encourage partnerships on campus for student, faculty, and reaseach success.

Connected Document
ULAC report 2010-2011

Relevant Associations:

Institutional Priority Associations

3.9 Increase government, university, and industry partnerships.

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:
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.

Finding (2011-2012) - Target: Met
Completed

M 9: Cooper Library Service points
** 4th Floor Service Points analyzed - Reference desk relocated; IT desk added

Source of Evidence: Discussions / Coffee Talk

Target:
Enter cooperative staffing agreement with CCIT for library service locations.

Finding (2011-2012) - Target: Met
Completed
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 (2011-2012) - Target: Met
Continuing. Signed MOU with Education Department for library to supervise and operate Tillman Media Center as external library branch.

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

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

Finding (2011-2012) - Target: Met
Signed MOU with Education Department in 2012 for library to supervise and operate Tillman Media Center as external library branch.

O/O 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

3.9 Increase government, university, and industry partnerships.

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 (2011-2012) - Target: Met
Completed.

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

**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 (2011-2012) - Target: Met**
Yearly quota exceeded for the Library of Congress' fiscal year.

**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, and Lyrasis.

**Finding (2011-2012) - Target: Not Reported This Cycle**
Completed.

**Details of Action Plans for This Cycle (by Established cycle, then alpha)**

**Complete approvals, begin construction**
Complete final approvals and begin construction in 2011/12.

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

**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
**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
**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
**Projected Completion Date:** 06/2012
**Responsible Person/Group:** Reference Unit; Library Administration.

**Cooper Library Road Map**
Complete the Cooper Library Road Map study and begin to use it.

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

**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

**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

**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
**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
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

Analysis Questions and Analysis Answers

1. What is the name, e-mail address, and Clemson title for the 'owner' of this WEAVE record (aka, the person providing primary assessment leadership for this record)?
   Eric Shoaf, Associate Dean shoaf@clemson.edu

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 has functioned 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. In the coming cycle, this is expected to change as library reporting structures will merge. The dean expects to appoint a smaller executive team to oversee assessment and other administrative matters. Also, a new faculty position 'User Experience and Assessment Librarian' will be hired in spring 2013 to enhance the library's understanding of user needs and provide greater depth of assessment.

3. What did assessment reveal regarding outcomes/objectives where Targets were "met"? (e.g., discuss findings, changes to curriculum/program/processes, changes to benchmarks, responses to last cycle's Action Plans, etc.).
   GUIDANCE: Keep in mind that Objectives, Targets, and Action Plans may span multiple cycles and are interrelated. Offer your response in narrative format, providing detail as needed.
   During the year, an assessment of targets informed a larger planning process in the library. Initial planning for the process began in 2012, as the dean of libraries looked at the library's progress in aligning itself with the university's strategic goals. These were developed internally as part of the university's 2020 plan but did not address the future vision for libraries with the degree of specificity desired. Of particular note was her concern for the continued viability of the library's role in the teaching, learning and research vision of Clemson University. Working closely with the associate dean, a planning process was envisioned that would be unlike any previous at CUL. Specifically, this process would be open and transparent, would be designed to receive input from library personnel, would make information about the process freely available to everyone, and would promote and encourage system-wide thinking.

http://app.weaveonline.com/reports/DAR.aspx
among task force members and all library employees. The process of developing the final recommendations meant distilling information uncovered and considered over eight months. Through a number of meetings, the slow work of identifying and developing the final recommendations proceeded methodically. The worked to be intentional about the recommendations as well as realistic about possible outcomes. What emerged is a specific list of thirty-five action items that was handed off to an Implementation Team that is working quickly to put them in place. Many of the targets for the current period will roll off in the coming cycle, and many of the projects previously identified have been completed. The planning process outlined above will lead to the creation of fresh targets for the new cycle.

4. What did assessment reveal regarding outcomes/objectives where Targets were "not met" or "partially met"? (e.g., discuss findings, changes to curriculum/program/processes, changes to benchmarks, responses to last cycle's Action Plans, etc.). GUIDANCE: Keep in mind that Objectives, Targets, and Action Plans may span multiple cycles and are interrelated. Offer your response in narrative format, providing detail as needed.

Outcome/Objective 1: Service offerings Outcome/Objective 2: Information access tools The two partially met areas in the WEAVE report for this cycle were delayed due to either an automated system implementation/update that is pending, or a set of professional standards that is expected to come online in the next cycle.

5. How specifically does your program plan to respond to assessment elements (Achievement: Targets/Findings) that require attention (from question #4)?

Pending software releases are expected during the cycle, as is the enactment of professional standards for library Resource Description and Access (RDA). In any event, the library has created and is recruiting for a faculty position 'User Experience and Assessment Librarian' which is expected to be filled in spring 2013. The incumbent will take a greater role in analyzing user expectations, creating assessment tools, performing data gathering, and reporting findings, all of which will be part of the WEAVE reporting in the next cycle.