Mission / Purpose

Clemson University Libraries connects our university community with resources vital to learning, teaching, research, and innovation in an expert and courteous manner.


Goals

G 1: Services
Enhance existing services to meet evolving needs of faculty and students. Develop new services that provide greater reach in meeting the needs of faculty and students while leveraging technology in providing access to information in all formats.

G 2: Collections
Provide access to scholarly collections that further the creation, application, and dissemination of knowledge through teaching, research, and public service in support of the academic mission of the university.

G 3: Facilities
Provide critical support for all library operations in the areas of facilities, financial management, communication, human resources, and logistics.

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

O/O 1: Services, Programs, and Instruction
The library will provide easy-to-use, convenient instruction for library resources. New approaches to instructional design must be considered since research shows millenials do not search and learn in a linear way, but rather prefer discovery and scanning. Previous emphasis on teaching the “perfect search” shifts to more focus on evaluation of results. New pedagogy includes the “flipped” classroom approach to learning and this could also be incorporated into library instruction.

Related Measures

M 1: Internal and External Data Analysis
Assessment processes provide the foundation for developing clear goals and metrics, and for ensuring the feedback that allows for evaluating outcomes and adjusting programs and services. The library has a number of priorities for approaches to data gathering and assessment in all operations: - Make assessment an integral part of determining library priorities - Assess what Clemson needs from its library to support the university's strategic direction - Put in place assessment tools linking library resources and services to student and faculty success and make sure results are communicated to university administration - Perform periodic assessments in the library for continuous improvement - Change or discontinue activities, services or technologies that do not prove effective - Integrate continuous assessment into the fabric of library operations - Assess administrative units in the library and reassign personnel and resources from areas of low need to areas of high need.

Source of Evidence: Professional standards

Target:
Within the Information and Research Services Unit, create a user services / assessment office or officer, to gather feedback on current and future services and collections.

Finding (2012-2013) - Target: Not Met
Failed search for faculty position - User Experience Librarian.

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

Work re-assignments
Established in Cycle: 2012-2013
User Experience Librarian on hold pending internal faculty work re-assignments.

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

M 2: Collection Optimization: general and special collections
Establish guidelines for selection, assessment and management of library's general collection, both print and digital formats. Become a resource for copyright issues, providing expertise for faculty and library initiatives. Strengthen the acquisition, digitization, preservation and accessibility of unique, special collections. Pursue collection development partnerships.

Source of Evidence: Evaluations

Target:
Commit to, promote, encourage and support Open Access publishing initiatives (including providing and marketing an Institutional Repository).

Finding (2012-2013) - Target: Partially Met
Progress on institutional repository is slow. However, Head of Digital Scholarship position filled in Summer 2013 and expected to increase.

Related Action Plans (by Established cycle, then alpha):
Moving toward operational Institutional Repository
Established In Cycle: 2012-2013
Establish a division of Scholarly Communications within the Office of Technology, led by a director responsible for shaping the...

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

M 3: Efficient Electronic Resource Acquisition
Include review of electronic resources management in scope of Consultants' review and report.
Source of Evidence: Efficiency

Target:
Promote new electronic resources to students and faculty.

Finding (2012-2013) - Target: Met
Information and Research Services unit, spearheaded by subject discipline liaisons, serves as key communicators with faculty at the various colleges on campus and as conduits for communication about electronic resources packages.

M 5: Collaboration
Collaborate with on-campus partners in academic support and student affairs.
Source of Evidence: Service Quality

Target:
Enhance existing CCIT partnership for improved services.

Finding (2012-2013) - Target: Met
Working with CCIT, created the Brown Room Digital Resources Laboratory and hyper-wall to enhance communication with students, faculty, and staff.

M 6: Outreach and Instruction Initiatives
Improve external communication and marketing strategies to increase awareness of services and collections. Emphasize instruction in multiple formats, for example apps and online tutorials, that will be available to all users.
Experiment with a library presence in places outside the physical library; virtual, as on Blackboard, and physical, as in the Academic Success Center, the Hendrix Center, Greenville locations, dorms, and academic departments. Evaluate public service workflows and procedures, make changes needed to provide the best service to patrons, considering such approaches as tiered services, single-service point, and self-service.
Source of Evidence: Curriculum/Syllabus analysis of course to program

Target:
Increase library-use tutorials and reduce reliance on LIB 100 instruction classes in outreach efforts.

Finding (2012-2013) - Target: Met
Instructional designer hired to develop tutorials which were launched and are receiving high usage.

M 7: Library Space Planning
The Cooper Library Roadmap 2.0 Study, completed in 2011 and updated in 2013, is a cooperative effort to address space needs of today's students, faculty, and staff in a forty-five year old library building. It outlines a floor-by-floor renovation plan for Cooper Library that features a modular scope allowing for a tiered implementation.
Source of Evidence: Administrative measure - other

Target:
Create online tutorials to augment LIB 100 classroom-taught courses.

Finding (2012-2013) - Target: Met
Five online tutorials created. Number of in-person presentations dropped by 10% as students were directed to online tutorials which can be accessed 24/7.

M 8: Library Operations
Manage automated processes for financial controls and human resources actions.
Source of Evidence: Administrative measure - other

Target:
Ensure spending levels are managed, budgets adhered to.

Finding (2012-2013) - Target: Met
Spending maintained, budgets on target.

M 12: User Satisfaction and Feedback
Solicit feedback from students and faculty concerning library programs and services via a variety of pathways: The “Cooper Wants to Know” Wall and Social Media, Industrial Engineering 201 (System Design) Service-Learning Project, Crowdsourcing Phase Two of the Learning Commons, 2013 Cooper Library Roadmap 2.0 Study.
Source of Evidence: Client satisfaction survey (student, faculty)

Target:
Apply assessment techniques to library services, programs, and instruction.

Finding (2012-2013) - Target: Met
Sunday hours were extended with a two-hour-earlier opening time. The library's LB100 class and other instruction incorporated a strategy of taking student results from their searches in their first self-selected choices of Google or other favorite and showing how library sources improved results. Emphasize instruction in multiple formats, for example apps and online tutorials, that will be available to all users. Establish a division of Scholarly Communications led by a director responsible for shaping the overall stewardship, marketing, creation, delivery, and preservation of electronic scholarship at the university, and to include management of numeric and spatial data for campus and sponsored research, lead development of an institutional repository, coordinate development of a campus-wide open-access policy, management of digital humanities projects, oversee digital production of unique scholarship.

Q/IO 2: Discovery and Access Pathways
Ensure access to scholarly content and discovery capability that emphasizes linking, remote access, and sophisticated but simply presented search results across many resources.

**Related Measures**

**M 1: Internal and External Data Analysis**
Assessment processes provide the foundation for developing clear goals and metrics, and for ensuring the feedback that allows for evaluating outcomes and adjusting programs and services. The library has a number of priorities for approaches to data gathering and assessment in all operations.
- Make assessment an integral part of determining library priorities.
- Assess what Clemson needs from its library to support the university's strategic direction.
- Put in place assessment tools linking library resources and services to student and faculty success and make sure results are communicated to university administration.
- Perform periodic assessments in the library for continuous improvement.
- Change or discontinue activities, services or technologies that do not prove effective.
- Integrate continuous assessment into the fabric of library operations.
- Assess administrative units in the library and reassign personnel and resources from areas of low need to areas of high need.

Source of Evidence: Professional standards

**Target:**
- Provide additional training for staff in the Millennium (IL) discovery portal.
- **Finding (2012-2013) - Target: Meet**
  - Staff training held during spring 2013.

**M 2: Collection Optimization: General and Special Collections**
Establish guidelines for selection, assessment and management of library's general collection, both print and digital forms. Become a resource for copyright issues, providing expertise for faculty and library initiatives. Strengthen the acquisition, digitization, preservation and accessibility of unique, special collections. Pursue collection development partnerships.

Source of Evidence: Evaluations

**Target:**
- Include review of collections activities in scope of consultants' review.
- **Finding (2012-2013) - Target: Meet**
  - Consultants' report issued in Spring 2013, recommended moving collection management under auspices of newly formed Technical Services and Collections Management unit.

**M 3: Efficient Electronic Resource Acquisition**
Include review of electronic resources management in scope of Consultants' review and report.

Source of Evidence: Efficiency

**Target:**
- Complete review and receive Consultant's report by Spring 2013.
- **Finding (2012-2013) - Target: Meet**
  - Within the Technical Services and Collections Management Unit, appoint a team headed by the Electronic Resources Librarian to develop bibliographic record specifications at point of purchase, negotiate license agreements, catalog electronic books that do not come with MARC records, maintain the Summon knowledgebase, develop metadata schema recommendations and create metadata.

**M 4: Improve Access to Information**
Contrast for consultants' review of processes related to cataloging and access pathways. Review recommendations and adopt for improved service. Establish the Information and Research Services Unit, combining public services activities at Cooper, Tillman, and Gunnin libraries.

Source of Evidence: External report

**Target:**
- Complete Consultants' report and implement recommendations by Spring 2013. Establish Technical Services Unit, combining former disparate functions in acquisitions, cataloging, collection management, serials and government documents. Evaluate physical facilities of technical services employees and look at opportunities for more collaborative work environments. Establish Information and Research Services Unit combining public services functions at Cooper, Tillman, and Gunnin libraries.
- **Finding (2012-2013) - Target: Meet**

**M 9: Digital Initiative and Operations**
Digitize library materials for scholarly access, archiving, and preservation. Working with CCIT, create the Brown Room Digital Resources Laboratory.

Source of Evidence: Benchmarking

**Target:**
- Digitize 100,000+ items. Work closely with CCIT project manager to open the Brown Room Digital Laboratory for fall semester 2013.
- **Finding (2012-2013) - Target: Meet**
  - 105,000 items digitized during the year. Brown Room renovation in process and prepped for August 25 rollout.

**M 12: User Satisfaction and Feedback**
 Solicit feedback from students and faculty concerning library programs and services via a variety of pathways: The "Cooper Wants to Know" Well and Social Media, Industrial Engineering 201 (System Design) Service-Learning Project, Crowdsourcing Phase Two of the Learning Commons, 2013 Cooper Library Roadmap 2.0 Study.
Source of Evidence: Client satisfaction survey (student, faculty)

**Target:**
Apply assessment techniques to discovery and access pathways.

**Finding (2012-2013) - Target: Met**
Developed greater emphasis on developing and providing discovery tools for locating scholarly materials that meet the needs of users in a measurable way. Strengthened the acquisition, digitization, preservation and accessibility of unique, special collections. Improved external communication and marketing strategies to increase awareness of services and collections.

**QIO 3: Staffing**
Ensure top quality faculty and staff, properly trained for most efficient service.

**Related Measures**

**M 3: Efficient Electronic Resource Acquisition**
Include review of electronic resources management in scope of Consultants’ review and report.
Source of Evidence: Efficiency

**Target:**
Adjust staffing as recommended by Consultants’ report.

**Finding (2012-2013) - Target: Met**
Staffing adjusted, teams formed.

**M 5: Collaboration**
Collaborate with on-campus partners in academic support and student affairs.
Source of Evidence: Service Quality

**Target:**
Seek alternative staffing arrangements and job-sharing where possible.

**Finding (2012-2013) - Target: Met**
Inaugurated a Library Fellow program and hired two three-year temporary MLS graduates to work in a variety of library settings.

**M 6: Outreach and Instruction Initiatives**
Improve external communication and marketing strategies to increase awareness of services and collections. Emphasize instruction in multiple formats, for example apps and online tutorials, that will be available to all users. Experiment with a library presence in places outside physical library; virtual, as on Blackboard, and physical, as in the Academic Success Center, the Hendrix Center, Greenville locations, dorms, and academic departments. Evaluate public service workflows and procedures, make changes needed to provide the best service to patrons, considering such approaches as tiered services, single-service point, and self-service.
Source of Evidence: Curriculum/Syllabus analysis of course to program

**Target:**
Hire instructional designer to create user-friendly online instruction tutorials.

**Finding (2012-2013) - Target: Met**
Instructional designer hired to develop tutorials which were launched and are receiving high usage.

**M 8: Library Operations**
Manage automated processes for financial controls and human resources actions.
Source of Evidence: Administrative measure - other

**Target:**
Fill three faculty positions: Head of Digital Scholarship, User Experience Librarian, and Head of Special Collections Library.

**Finding (2012-2013) - Target: Partially Met**
Filled: Head, Digital Scholarship. Mid-search: Head of Special Collections Library. Failed search: User Experience Librarian.

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

**Staffing - faculty positions**

**Established in Cycle: 2012-2013**
Expect to fill Head of Special Collections Library position in October 2013. User Experience Librarian on hold pending internal...

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

**M 10: Human Resources Management**
Align HR processes and procedures with university HR. Fill open positions as needed.
Source of Evidence: Administrative measure - other

**Target:**
Fill three faculty positions: Head of Digital Scholarship, User Experience Librarian, and Head of Special Collections Library. Create Library Fellow positions, and fill with new library MLS graduates for three-year term. Hire and fill staff positions as needed.

**Finding (2012-2013) - Target: Partially Met**

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

**Staffing plan**

**Established in Cycle: 2012-2013**
Expect to fill Head of Special Collections Library position in October 2013. User Experience Librarian on
hold sending interna...

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

OIO 4: Space Use and Operations
Optimize space use in all libraries. Seek opportunities to repurpose former collections space to public user spaces and for faculty and student collaborative learning. Partner with other academic support units to provide full support services within the library.

Related Measures

M 1: Internal and External Data Analysis
Assessment processes provide the foundation for developing clear goals and metrics, and for ensuring the feedback that allows for evaluating outcomes and adjusting programs and services. The library has a number of priorities for approaches to data gathering and assessment in all operations: • Make assessment an integral part of determining library priorities. • Assess what Clemson needs from its library to support the university's strategic direction. • Put in place assessment tools linking library resources and services to student and faculty success and make sure results are communicated to university administration. • Perform periodic assessments in the library for continuous improvement. • Change or discontinue activities, services or technologies that do not prove effective. • Integrate continuous assessment into the fabric of library operations. • Assess administrative units in the library and reallocate personnel and resources from areas of low need to areas of high need.

Source of Evidence: Professional standards

Finding (2012-2013) - Target: Met
Administrative Services unit formed in June 2013 to bring together management and oversight of facilities, human resources, finance and budgets, communication, and logistics in the library.

M 2: Collections Optimization: general and special collections
Establish guidelines for selection, assessment and management of library’s general collection, both print and digital forms. Become a resource for copyright issues, providing expertise for faculty and library initiatives. Strengthen the acquisition, digitization, preservation and accessibility of unique, special collections. Pursue collection development partnerships.

Source of Evidence: Evaluations

Target:
Increase and improve individual and group study spaces, multimedia areas, and classrooms. Plan for removal of legacy print collections to Library Depot and repurposing of main campus library space to public use.

Finding (2012-2013) - Target: Met
Additional technology and new furnishings were added in all study rooms. Large monitors, idea paint for writing on walls, chairs and tables were incorporated where possible. Two group study rooms were created from first floor storage closets. Additional white boards were purchased and located throughout the library. A 2nd floor waiting area at CCIT customer support center and additional networking was added. Additional power and network connections were added throughout the library. CCIT printer system was incorporated and upgraded. More than $20,000 expanded for new seating in public library space.

M 5: Collaboration
Collaborate with on-campus partners in academic support and student affairs.

Source of Evidence: Service Quality

Finding (2012-2013) - Target: Met
Working with CCIT, created the Brown Room Digital Resources Laboratory. The Learning Commons area at Cooper was expanded in 2012-13, including collaboration with the Writing Center, with more studying seating, more and larger booths, utilitarian rectangular tables on wheels; small tables for individual, private study; large numbers of wheeled portable whiteboards that doubled as privacy screens; electrical outlets added throughout the area: additional computers with multimedia capability.

M 7: Library Space Planning
The Cooper Library Roadmap 2.0 Study, completed in 2011 and updated in 2013, is a cooperative effort to address space needs of today’s students, faculty, and staff in a forty-five year old library building. It outlines a floor-by-floor renovation plan for Cooper Library that features a modular scope allowing for a tiered implementation.

Source of Evidence: Administrative measure - other

Target:
Student focus groups held in 2012 requested more individual quiet study space, redecoration/repurposing of existing spaces, and more group study space. Library will improve space use and repurpose space as available.

Finding (2012-2013) - Target: Met
Submitted for approval renovation plans and financial estimates for Cooper Library 3rd and 4th floor.

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

Initiate funding plan for renovation
Established in Cycle: 2012-2013
Secure endorsement of the Library Road Map 2.0 renovation plan. Establish CPP priority and initiate funding plan.

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

M 8: Library Operations
Manage automated processes for financial controls and human resources actions.

Source of Evidence: Administrative measure - other
Target:
Submit renovation plans and financial estimates for Cooper Library 3rd and 4th floor.

Finding (2012-2013) - Target: Met
Plan submitted for approval June 2013, which is pending.

Related Action Plans (by Established cycle, then alpha):
Establish CIP priority for renovation.
Established in Cycle: 2012-2013
Secure endorsement of the Library Road Map 2.0 renovation plan. Establish CIP priority and initiate funding plan.

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

M 12: User Satisfaction and Feedback
Solicit feedback from students and faculty concerning library programs and services via a variety of pathways:
- Cooperative Library to Know Wall and Social Media, Industrial Engineering 201 (System Design) Service-Learning Project, Crowdfunding Phase of the Learning Commons; 2013 Cooper Library Roadmap 2.0 Study.
Source of Evidence: Client satisfaction survey (student, faculty)
Target:
Apply assessment techniques to space use and operations.
Finding (2012-2013) - Target: Met
Additional technology and new furnishings were added in all study rooms. Large moniters, idea paint for writing on walls, chairs and tables were incorporated where possible. Two group study rooms were created from first floor storage closets. Additional white boards were purchased and located throughout the library. A 2nd floor sitting area at CCI office support center and additional seating was added. Additional power and network connections were added throughout the library. CCI printer system was incorporated and upgraded. More than $20,000 expended for new seats in public library space. The Learning Commons area at Cooper was expanded in 2012-13 with much more seating, more and larger booths; utilitarian rectangular tables on wheels; small tables for individual, private study; large numbers of wheeled portable whiteboards that double as privacy screens; electrical outlets added throughout the area; additional computers with multimedia capability. Creation of Cooper Library study zones that were implemented in 2012-13. These new zones, from Collaborative areas to Silent Study spaces, have been well received by students and are quite effective for students to self-select and self-police with the help of extensive signage and publicity.

Q/O 5: External Funding
Identify, cultivate, and acquire external funding through donations, grants, and other means.

Related Measures

M 7: Library Space Planning
The Cooper Library Roadmap 2.0 Study, completed in 2011 and updated in 2013, is a cooperative effort to address space needs of today's students, faculty, and staff in a forty-five year old library building. It outlines a floor-by-floor renovation plan for Cooper Library that features a modular scope allowing for a tiered implementation.
Source of Evidence: Administrative measure - other
Target:
Funding proposal to be determined.
Finding (2012-2013) - Target: Met
An initial funding proposal was submitted, along with the plan and budget estimates, for approval.

M 11: External Funding Successes
Identify, cultivate, and acquire external funding through donations, grants, and other means.
Source of Evidence: Administrative measure - other
Target:
Hold two 'Orange Glove' fundraising events - solicit funds and identify new potential donors. Accrue gifts in kind through the year. Produce at least one grant proposal.
Finding (2012-2013) - Target: Partially Met
Two 'Orange Glove' events held which raised a sum well into five figures for library funding. At least twenty new potential donors identified. $875,000 received as gifts in kind. One grant proposal initiated to NEH, was not funded.

Related Action Plans (by Established cycle, then alpha):
Grant proposals
Established in Cycle: 2012-2013
NEH preservation grant in development. One other grant proposal expected.

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

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: Finished
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: Finished
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 these operations to ETC 103.
Established in Cycle: 2010-2011
Implementation Status: Finished
Priority: High
Projected Completion Date: 06/2012
Responsible Person/Group: Suzanne Rock-Schill

Complete organizational plan
Finish organizational framework for ETC 103 operations by year's end.
Established in Cycle: 2010-2011
Implementation Status: Finished
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: Finished
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: Finished
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: Finished
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: Finished
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: Finished
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: Finished
Priority: High
Projected Completion Date: 12/2011

Libguides
Continue to increase number of Libguides and enhance content.
Established in Cycle: 2010-2011
Implementation Status: Finished
Priority: High

Brown Room Digital Resources Laboratory
Four classes per semester planned for Brown Room Digital Resources Laboratory. The library has partnered with CCIT and Dell, including support from the National Science Foundation, to develop and implement a first-of-its-kind multidisciplinary, multipurpose meeting space focused on enabling Clemson students and researchers from all academic disciplines with the very latest technologies in high-performance computing, remote collaboration, and information visualization. The Digital Resources Laboratory is a bold first step for Clemson in creating new learning spaces on campus where all members of the campus community are invited to both learn about advanced computing technologies as well as use those technologies to enhance teaching and research.
Established in Cycle: 2012-2013
Implementation Status: In-Progress
Priority: High
Implementation Description: A large visualization wall comprising fifteen 46" high-definition displays a 16-node computational cluster for simulation, data processing, and general computation. A 5-node dedicated visualization cluster for image processing and rendering. A software-defined networking switch for high-performance network operations and data transfer. Very high-bandwidth network connection to the campus network. Very high-bandwidth direct access to the internet outside the campus network.
Responsible Person/Group: Dean of Libraries
Additional Resources: None

Create Library Fellows Program
Add two library fellow professional positions, each for one three-year term.
Established In Cycle: 2012-2013
Implementation Status: Planned
Priority: High
Implementation Description: Clemson University Libraries announces an inaugural Library Fellows Program open to recent graduates of ALA-accredited academic degree programs. Purpose of the Library Fellows Program is to fund professional librarian work at Clemson on a term-limited basis. Library fellows are hired to work full time in a single three-year term entry-level position at the Clemson Library. Upon completion of the program, librarians will be expected to move on to professional opportunities at other institutions.
Responsible Person/Group: Eric Sheaf
Additional Resources: None

Establish CPIP priority for renovation.
Secure endorsement of the Library Road Map 2.0 renovation plan. Establish CPIP priority and initiate funding plan.
Established In Cycle: 2012-2013
Implementation Status: Planned
Priority: High
Relationships (Measure | Outcome/Objective):
  Measure: Library Operations | Outcome/Objective: Space Use and Operations

Fill two library faculty positions
Fill two faculty positions: Head of Special Collections Library and Head of Digital Scholarship.
Established In Cycle: 2012-2013
Implementation Status: Planned
Priority: High
Implementation Description: Complete search and hire library faculty.
Projected Completion Date: 12/2013
Responsible Person/Group: Peg Tyler
Additional Resources: None

Grant proposals
NEH preservation grant in development. One other grant proposal expected.
Established In Cycle: 2012-2013
Implementation Status: Planned
Priority: High
Relationships (Measure | Outcome/Objective):
  Measure: External Funding Successes | Outcome/Objective: External Funding

Initiate funding plan for renovation
Secure endorsement of the Library Road Map 2.0 renovation plan. Establish CPIP priority and initiate funding plan.
Established In Cycle: 2012-2013
Implementation Status: Planned
Priority: High
Relationships (Measure | Outcome/Objective):
  Measure: Library Space Planning | Outcome/Objective: Space Use and Operations

Library digitizing of materials
Increase amount of items digitized by 25 percent.
Established In Cycle: 2012-2013
Implementation Status: Planned
Priority: High
Implementation Description: The library digitized over 100,000 items last year and plans to increase this amount by 25%. Among the higher profile materials being digitized are the complete run of Clemson’s Taps yearbook, and papers from the US National Park's Directors.
Responsible Person/Group: Chris Vinson
Additional Resources: None

Library-faculty In residence
To augment university strategies "Student Engagement and Leadership" and "Create engaged learning values," place two library faculty-in-residence on campus.
Established In Cycle: 2012-2013
Implementation Status: Planned
Priority: High
Implementation Description: Placement completed by start of 2013-14 academic calendar, two staggered terms to end in 2014 and 2015.
Projected Completion Date: 08/2013
Responsible Person/Group: Dean of Libraries
Additional Resources: None

Moving toward operational Institutional Repository
Establish a division of Scholarly Communications within the Office of Technology, led by a director responsible for shaping the overall stewardship, marketing, creation, delivery, and preservation of electronic scholarship at the
Established in Cycle: 2012-2013
Implementation Status: Planned
Priority: High

Relationships (Measure | Outcome/Objective):
Measure: Collection Optimization; general and special collections | Outcome/Objective: Services, programs, and instruction

Implementation Description: Hire Head of Digital Scholarship (search completed)
Projected Completion Date: 12/2013
Responsible Person/Group: Chris Vinson

Re-purpose library space by re-locating workers outside of Cooper Library
Relocate twenty faculty and staff from Cooper Library to Library Depot in order to re-purpose space in Cooper for faculty and student use and study, additional library programming and services.
Established in Cycle: 2012-2013
Implementation Status: Planned
Priority: High
Implementation Description: Renovate space at Library Depot (ETC 103 at Clemson Research Park / Advanced Materials Center) in order to move library workers who perform backend technology, processing, and materials acquisition work.
Projected Completion Date: 04/2014
Responsible Person/Group: Re-location Team
Additional Resources: None

Staffing - faculty positions
Expect to fill Head of Special Collections Library position in October 2013. User Experience Librarian on hold pending internal faculty work re-assignments.
Established in Cycle: 2012-2013
Implementation Status: Planned
Priority: High
Relationships (Measure | Outcome/Objective):
Measure: Library Operations | Outcome/Objective: Staffing

Staffing plan
Expect to fill Head of Special Collections Library position in October 2013. User Experience Librarian on hold pending internal faculty work re-assignments.
Established in Cycle: 2012-2013
Implementation Status: Planned
Priority: High
Relationships (Measure | Outcome/Objective):
Measure: Human Resources Management | Outcome/Objective: Staffing

Work re-assignments
User Experience Librarian on hold pending internal faculty work re-assignments.
Established in Cycle: 2012-2013
Implementation Status: Planned
Priority: High
Relationships (Measure | Outcome/Objective):
Measure: Internal and External Data Analysis | Outcome/Objective: Services, programs, and instruction

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 C. Shoff (shoff@clemson.edu) Associate Dean of Libraries

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.
   Previously, the library’s Unit Heads formed the nucleus of an assessment committee. However, in the past year the library has undergone a significant reorganization and is now in transition. While presently directed by the Associate Dean, oversight of assessment activities are expected to pass to the Information and Research Services unit, with a specific emphasis on user experience and satisfaction. Higher-level assessment of library contributions to university goals and objectives will still be managed at the Associate Dean level or higher.

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.
   In this year of transition for the library, most efforts were focused on the administrative reorganization. As such, earlier WEAVE goals, objectives, and targets were closed out as part of a re-structuring of the approach to WEAVE tracking, and a more targeted approach to developing goals, objectives, and measures is now being developed. While not completely implemented in 2012-13, this approach will be fully operational in the upcoming year. Some of the specific outcomes for the year do show the library moving forward in alignment with university strategic goals: Implemented phase II of the Cooper Library Learning Commons to include high end productivity computers for video and audio editing. Established Implementation Team which addressed identified all recommendations from Future is Now Task Force. Completed administrative reorganization of library, filled open faculty and staff positions, responded to consultant’s reports, all for improved academic support, materials access, and service. Consultant provided input on best practices.
Collaborated/assisted with eleven Creative Inquiry projects. Used the most recent SUG salary data to address compensation issues for library faculty and staff based on university resources. Four staff development program participants successfully completed program. Completed Sigma Alpha Zeta Presentation Room project, funded with private dollars, to equip seminar Cooper 201A with sophisticated technology for video capture. Created collaborative and study zones in public space at Cooper Library for different types of noise. Gathered information from the graffiti wall, studied building floor plans, then created noise zone maps, and posted/promoted to users. Began using distance education classrooms for classes in the fall, and use its capabilities to create and capture tutorials on library resources. Five semester-long classes held in the classroom, plus numerous other workshops and training sessions. Implemented phase II of the Cooper Library Learning Commons to include high end productivity computers for video and audio editing. Digitized 103,682 items for scholarly access, archiving, and preservation. Increased number of databases held from 419 to 430. Usage statistics for electronic materials: 941,808 full-text article requests, 2,080,862 searches. 70,249 unique e-journal titles available. 126,421 e-books available. Library visits increased by 10%.

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.

In this year of transition for the library, most efforts were focused on the administrative reorganization. As such, earlier WEAVE goals, objectives, and targets were closed out as part of a re-structuring of the approach to WEAVE tracking, and a more targeted approach to developing goals, objectives, and measures is now being developed. While not completely implemented in 2012-13, this approach will be fully operational in the upcoming year. Action plans from 2011-12 were, for the most part, completed inasmuch as they were related to earlier action efforts that spanned more than one year. Specific plans on-going will be identified in the upcoming cycle now that the library reorganization is complete.

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

Specific plans on-going will be identified in the upcoming cycle now that the library reorganization is complete. As mentioned, nearly all the older action plans were closed out in the previous year. The elements that will require most attention are those that will be developed within the new organizational structure.

Annual Report Section Responses

Executive Summary:
Clemson University Library collections and staff are housed in five locations: the Cooper Library serves as the main library facility on the Clemson campus, augmented by the Gunnie Architecture Library in Lee Hall, the Special Collections Library located in the Strand Thurmond Institute, the Tillman Media Center in Tillman Hall and, the Library at the Advanced Materials Center / Clemson Research Park, home of the Library’s Digital Initiatives, Records Management, and Offsite Shelving functions. The library’s Mission Statement supports the teaching, research, and service mission of the Clemson University. The library collaborates in pursuing Clemson’s initiatives of access and excellence through the Library Strategic Plan, which includes the following goals: - Respond to changes in Clemson University curriculum and research priorities in content provided and in method of delivery. - Actively seek opportunities for cooperation and collaboration to maintain and expand resources and services, gaining efficiencies in their use. - Maximize facility use to enhance the learning environment: for students and faculty, both on campus and offsite. - Continually look for avenues to provide appropriate content, to support Clemson University through effective acquisition, management, access, and delivery of both commercially produced and university generated content. - Continually transform positions through re-tooling existing personnel and by filling vacant positions to support increasing information technology demands of the 21st century library. The library’s strategic goals, “seek opportunities for cooperation and collaboration,” “maximize facility use to enhance the learning environment, and “effective acquisition, management, access, and delivery of both commercially produced and university generated content,” as stated above, are apparent in the library administration’s progress in developing and expanding facilities and learning/Information resources.

Contributions to the Institution:
Vision Statement The Clemson University Libraries will be a national leader in providing access to information and in educating individuals for effective, life-long learning. Mission Statement Clemson University Libraries connects our university community with resources vital to learning, teaching, research, and innovation in an expert and courteous manner.

Connected Documents:
- 2012-2013 Annual Report
- Library Assessment Activities 2012-13
- Library Update to University 2020 Plan

Highlights:
In a year of major transition, the library embarked on an administrative reorganization that touched all levels of faculty and staff, and presented new approaches to acquisition, access, storage, and delivery of scholarly materials to faculty and students.

Connected Documents:
- 2012-2013 Annual Report
- 2013 Library Organization Chart
- Implementation Team Final Report

Teaching Activities:
Library faculty teach approx., 100 courses 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. In total, the library conducted nearly four hundred presentations to some seven thousand participants. A new emphasis on online learning means the development of more electronically accessible tutorials and learning modules to augment teaching in the library.

Research and Scholarly Activities:
Library faculty perform a variety of research and publication activities, and these are noted in the faculty members’ FAS documentation.
Public/Community Service
Library faculty perform a variety of research and publication activities, and these are noted in the faculty members' FAS documentation.

International Activities
Library faculty perform a variety of research and publication activities, and these are noted in the faculty members' FAS documentation.

Challenges
The library is grappling with changes in local user expectations and content delivery while simultaneously seeking to increase its stature, along with Clemson University, among academic libraries nationally. The difficulties inherent in performing both traditional library functions and new roles related to local scholarship, unique collections, institutional repositories, non-MARC metadata, regional cooperative endeavors, and creative campus outreach are evident. During the past year, the library embarked on a major administrative reorganization that will lead and direct faculty and staff as these challenges are embraced.