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Dudley Knox Library

Dudley Knox Library Publications

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2014

# NPS Dudley Knox Library Annual Report 2014

## Dudley Knox Library

Monterey, California. Naval Postgraduate School

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**Dudley Knox Library / Naval Postgraduate School  
411 Dyer Road / 1 University Circle  
Monterey, California USA 93943**

<http://www.nps.edu/library>

# NPS Dudley Knox Library Annual Report 2014

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## FY14 Library in Review



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**FY14 was the year we did our very best to keep the cookies from crumbling!**

**And, we succeeded ...** against substantial odds (federal government shutdown; Continuing Resolution with subsequent budget cuts; contractual delays that gapped access to scholarly content; and significant staff vacancies). Through it all, we remained focused on improving the "user experience" and connecting library patrons with the scholarly resources and services they needed to succeed.

FY14 saw good progress on major Library initiatives such as: improved metadata and more effective discovery tools; access to a growing collection of NPS-created content with permanent URLs; creation of finding aids for hidden "special collections"; thousands of updated links to eBooks and eJournals for faster access to content 24/7; and significant interactions with resident and distance-learning focus groups that led to a complete redesign of the Library website (launched in December 2014).

**Student use of the Library is up 19% over 2013 (that is about 49,000 more patrons!).**

DKL continued to transform itself in response to the changing needs of our adult learners. Because most of our students are accompanied by their families, the Library is a refuge where students can work individually or collaboratively without interruptions from or disruptions to their families.

Skilled library professionals guided and instructed resident and distance-learning students about the increasing complexity of discovering and accessing scholarly information resources required for the students' educational endeavors in both "public release" as well as "restricted through classified"

## Mission

Dudley Knox Library contributes to learning, research and teaching -- anytime, anywhere -- through relevant and evolving collections, tools, services, and spaces designed for NPS patrons of today and tomorrow.

### Strategic Goals:

1. Select and provide **Scholarly Content** relevant to NPS instructional and research needs
2. Promote **Seamless Access** and Remove Barriers to collections, people, and services
3. Create **Learner-Centered** physical and virtual **Spaces**
4. Assure **Institutional Memory** through a centralized repository for the NPS scholarly record and archives

## Vision

The Dudley Knox Library is a dynamic and collaborative partner with members of the NPS community that is dedicated to advancing knowledge through integrated resources, responsive services, library instruction, and research assistance. We work together to promote NPS's position as a top-tier graduate-level teaching and research institution that fosters lifelong learning. DKL is a flexible, agile organization that measures and continually assesses our quality, relevance and effectiveness as we support the NPS strategic plan.

subject areas. A successful partnership with the [Graduate Writing Center \(GWC\)](#) provided academic writing classes and consultations with resident and distance-learning students 7 days a week.

The Library added more flexible spaces and updated technology for individual and group collaborative study spaces (which were used more than 8,000 hours in FY14). On the second floor we removed stacks, rearranged Special Collections and increased flexible student-study space while also giving greater visibility to our rare books and archival materials. The Lower Level Design Sp@ce saw a lot of action and we continue to be unique in academia by providing authorized library patrons with specialized “restricted through SECRET” individual and collaborative work spaces and associated equipment.

Librarians continued to be liaisons and partners with NPS faculty -- supporting their instruction and research needs. Librarians created new [research guides](#) and reached out with new seminars about [researcher visibility](#) and [public access to federally-funded research results](#). We were prepared to collaborate with the NPS Research Board to meet public-access mandates because [Calhoun, the NPS institutional archive](#) is already providing access to NPS-created scholarly content and research data!

Finally, DKL proudly supported student volunteers from the [Monterey Chapter of the National Naval Officer's Association](#) and [US Army Defense Language Institute \(DLI\)](#) who used the Library Saturday mornings (from September through June) to tutor local K-12 students. We thank NPS/DLI students for sharing their time and talents with local youth. This is part of the circle of lifelong learning that DKL and NPS are all about.

Throughout this annual report you will see examples, facts and figures about DKL's many activities. We welcome your feedback!

**[Eleanor Uhlinger](#), University Librarian  
January 2015**

## FY14 Team Annual Reports

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Detailed reports provide additional information to the highlights in this report.

### [FY14 Calhoun \(the NPS institutional archive\) Annual Report](#)

- [FY14 Administration Annual Report](#)
- [FY14 Metadata Services Annual Report](#)
- [FY14 Outreach & Collection Development Annual Report](#)
- [FY14 Reference and Instruction Annual Report](#)
- [FY14 Restricted Resources Annual Report](#)
- [FY14 Special Collections and Archives Annual Report](#)
- [FY14 Systems Annual Report](#)
- [FY14 Library of Congress STEM Collection Analysis -- DKL Results](#)

## Naval Postgraduate School (NPS) Demographics

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The mission of the Naval Postgraduate School is to "provide relevant and unique advanced education and research programs to increase the combat effectiveness of commissioned officers of the naval service to enhance the security of the United States. In support of the foregoing, and to sustain academic excellence, foster and encourage a program of relevant and meritorious research which both supports the needs of Navy and Department of Defense (DoD) while building the intellectual capital of Naval Postgraduate School faculty."

- [SECNAV Instruction 1524.2C](#), Policies Concerning the Naval Postgraduate School
- [OPNAV Instruction 5450.210D](#), Naval Postgraduate School Mission and Functions

### Relevant reports:

- [Previous DKL Annual Reports](#)
- [2014 NPS Annual Report and Fact Book](#)
- [Review of Specialized Degree-granting Graduate Programs of the Department of Defense in STEM and Management](#) (©2014, National Academies Press)

## DKL ADMINISTRATIVE OFFICE ANNUAL ACCOUNTABILITY REPORT 2014

**Background:** The DKL Administrative Office supports the efforts of all of the groups within DKL as well as customer service to Library patrons including conference room reservations and other assistance to visitors and others.

### The Goals for FY 14:

- Compliance: Work with managers and staff and perform quality checks to ensure that rules and regulations for travel, purchasing, contracting, timekeeping, personnel, and safety are followed.
- Process improvements: Work with teams on improving content, hardware and software maintenance and membership acquisitions/renewals. This is particularly important due to a significant decrease in staffing and increase in administrative and compliance tasks. Continue to work on improving internal Administration Office workflows for all areas of responsibility.
- Finance/Budget: provide accurate information and tracking to ensure optimal budget planning and execution to support the mission within constraints.
- Facilities Support: Continue to monitor building issues to ensure a safe and comfortable environment. Report and track issues. Communicate with building occupants on building projects or problem status. Reserve and support Staff Conference Rooms within policy.
- Training: Facilitate staff in completing all mandatory training by sending training announcements, reminders, assisting if there are technical issues. Send monthly Safety Talks. Assist in providing webinars, “brown Bag” speakers, other training of interest when possible. Request staff input for training needed/desired.
- Assessment: Coordinate input for surveys (ACRL, Outsell, etc.), DKL and NPS reports, publications, and briefings. Collect data and format text, create graphs and charts to present information in a clear and impactful way.

### Accomplishment(s):

*Please note that many of the restrictions faced in FY13 continued in FY14, including a hiring freeze and other personnel action, travel and conference restrictions. Despite these challenges, progress was made in many areas to include:*

#### GENERAL ADMINISTRATION

- There was a wide variety of administrative tasks to assign, track and complete. Starting in FY14, a tool, using a combination of JIRA, Wiki and SharePoint, was implemented to assist with managing these tasks. We named the tool: “LIBCATS Tasks” since the number of tasks and people involved reminded us of “herding cats”. A weekly report was generated which was shared with managers and people assigned to the tasks. It proved to be a useful addition and successfully kept us on track.

- We coordinated DKL's portion of NPS's Management Internal Control Program. Reported on three Assessable Units Alumni Proxy Security, Information Security (General Proxy) Security, and Restricted Resources). We were the first to submit all of the required documentation and provided a Statement of Assurance that controls were in place and operating effectively.

### **STAFFING – End Strength**

The number of civilian staff throughout DoD rose above the authorized number of billets over the past few years. The military services were tasked to review their billets and develop a plan to achieve the right balance of end strength. As a result, we conducted a zero-based review of the number and type of positions DKL needs to fulfill our mission. Included in this effort, was a reorganization to maximize efficiency and better align functions. This review was successfully completed ahead of schedule, with detailed justification that included benchmark data, budget and service impacts, and supporting references for the number and types of billets needed. Throughout the process, we briefed the NPS End Strength Working Group and also met with officials from the Navy Budget Submission Office (responsibility includes civilian manpower management). DKL was unique in that we actually reduced our number of billets by 15 positions, which could then be used elsewhere at NPS to cover shortfalls. We were complimented by the ESWG for our prompt, detailed work and for considering not only the needs of DKL, but the "big picture" NPS mission as well in our decisions.

### **PURCHASING/CONTRACTING - Content**

- Contracting requirements continued to be a challenge. Many of the tasks that used to be performed by Contracting Specialists now are the responsibility of Library staff, which required them to become proficient in new areas, and added to their already full workload. Since DKL's content acquisition processes are unique, and involve several processes, people, and methods to execute and track, we continued to brainstorm with other key players and tested new ways to plan, track and execute our purchasing and contracting requirements. Throughout the year, we used a combination of JIRA, Wiki and SharePoint to manage renewals of content, hardware/software maintenance and membership renewals. A benefit of these tools was the creation and use of another instance of "LIBCATS" – in this case - "LIBCATS Purchases" (see explanation under "General Administration" above) which provided weekly status on hardware/software maintenance and membership purchases and renewals. This report contributed to a 100% on-time renewal for these items. Planning for continuing staffing shortfalls, we are reviewing more options for automating tasks, which hopefully will consolidate as many functions as possible.
- At the end of FY14, some significant changes were announced about the Federal Library & Information Center Committee's (FEDLINK) serials contract. There are now more requirements that will add burden in FY15. We obtained information and consulted with our NPS Contracting and Logistics Office (C&LO) to understand what will be needed. We began work on how to be able to meet the requirements or find alternatives to serials acquisitions. This work will continue into FY15.

**PURCHASING – General**

Both DKL collateral-duty Purchase Cardholders provided excellent service to the staff, purchasing a total of 257 orders for office and Library operations-specific supplies, minor services and training. Of note, in FY14, the requirement of obligating funds in the accounting system Fund Administration and Standardized Document Automation (FASTDATA) was added, so they had to learn and implement it. They each passed all of their internal and external audits and the NPS' Agency Program Coordinator noted that as usual, DKL consistently showed exceptional performance in purchasing in FY14.

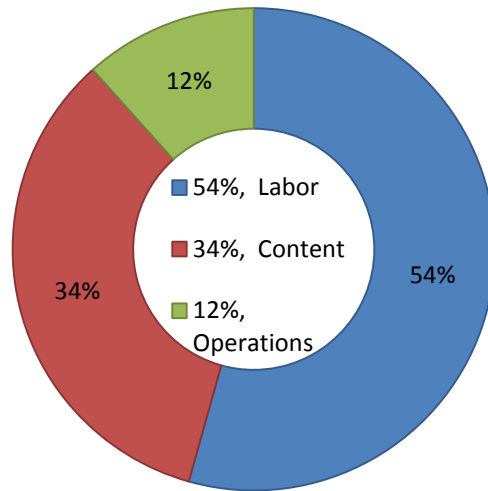
**BUDGET**

All budget submissions were on time and execution was within budget. FY14 budget figures are shown below. A more detailed description of budget is shown in **Attachment A-1** "Admin AR FY14 Budget-General Stats".

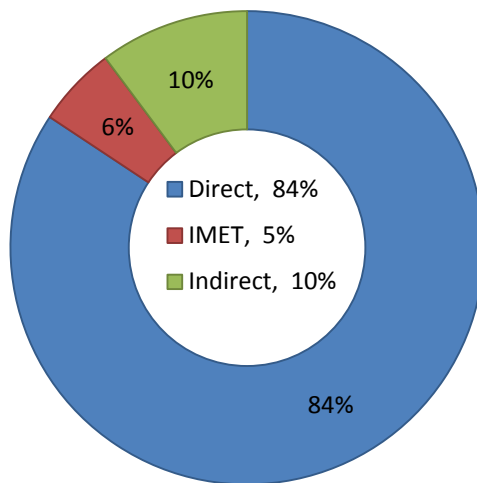
<b>Annual Budget</b>	<b>FY14</b>
Labor	\$ 2,875,000
Content	1,800,000
Operations	615,000
<b>TOTAL BUDGET</b>	<b>5,290,000</b>

<b>Annual Budget by Funding Source</b>	<b>Total</b>
Direct: D1300	\$ 4,460,000
IMET: DLBIM	290,000
Indirect: ILBSL	540,000
<b>TOTAL BUDGET</b>	<b>5,290,000</b>

## FY14: DKL Budget



## FY14: DKL Budget by Funding Source



### FACILITIES AND FFE:

To provide facilities support that ensures health and safety in a clean building with equipment in good working order by continuing to self-inspect, support external inspections and responding to trouble calls/complaints about the facility, the following was accomplished.

- Passed all safety inspections with the highest grades. DKL met all safety training requirements for staff.

- Submitted and tracked a high volume of Public Works trouble calls. Chronic HVAC and sewage problems continued. Public Works responded and fixed immediate issues. The Fire Alarm System also had issues and was inoperable for a period of time. We placed alternate notification instructions throughout the building.
- Monitored use of Library conference rooms: The results are shown in **attachment A-2**. Both the number of reservations and number of attendees increased FY14 due to the addition of Graduate Writing Center. FY14 counts are in A-2 and summarized in the table below. For comparison, the FY13 total number of reservations was 462 and the number of attendees was 4,032.

Room Number	No. of Reservations	No. of Attendees
Kn-138	315	2,148
Kn-263 A	52	413
Kn-263 B	96	468
Kn-263 (A+B)	95	1,635
<b>TOTAL</b>	<b>558</b>	<b>4,624</b>

In addition to routine facilities issues, continued to assist with planning, coordination and facilitation for building projects. These projects involved interacting with numerous contractors, points of contact at Public Works, DKL staff and tenants to coordinate schedules, provide directions and access to different parts of the facility, and keeping all people involved in the loop. For example, in FY14, the Library building received new energy-efficient lighting. This was a major project that required coordination to minimize impact on student study and other operations. The project went smoothly and afterward, employees were shown how to operate the new lights. We monitored working conditions and responded to employee needs when needed.

#### TIMEKEEPING:

With reduced staffing, scheduling shifts had to be arranged in order to keep the Library open weekends and evenings. This entailed offering options for work schedules and then monitoring timecards to ensure accuracy of codes. Both the primary and alternate timekeeper in the Admin Office continued to provide outstanding support by training employees, answering numerous questions and checking for accuracy prior to final submission.

#### TRAINING:

- A summary of the FY14 "Knox Talks" presentation series is listed in A-3. Knox Talks provides a forum for NPS faculty or staff members to speak to the Library staff about their work (research, teaching, project, etc.). This helped raise awareness about some of the impressive things going on at NPS and helped appreciate and understand our "customers" more. **There were about 193 attendees the 11 sessions offered.** As a comparison, in FY13 there were 10 sessions with 212 attendees. The decline in attendees is due to staff shortages. There are fewer people on the staff to attend, and some cover service points during Knox Talks so cannot attend. Feedback for these sessions continues to be extremely positive. Appendix A-3 contains the schedule with attendance counts.



- DKL staff training was also significantly reduced due to budget and conference/travel restrictions. Eight staff members received a waiver to attend the local annual Internet Librarian Conference (Oct 2013). In FY14, two paid-for Webinars and a series of on-line IT training (via Lynda.com) were provided. In addition, a staff member who serves as a Systems Administrator received a waiver to attend a 5-day course on configuring, managing and maintaining Server 2008 R2. The total DKL training expenditure in FY14 was \$6,202. In addition to paid training, numerous free Webinars were offered to staff. These Webinars addressed a variety of library topics. Sources included American Library Association (ALA), National Information Standards Organization (NISO), and Online Computer Library Catalog (OCLC). The NPS' Staff Development Council offers general training to all of NPS employees, which many DKL staff members take. And, there are a number of mandatory training sessions that all staff must complete each year (IT Security, Standards of Conduct, Safety, etc.)
- The Administration Office staff completed the following training in addition to all of their required training:

Valerie Moule'

- Completed Managers' Internal Control Program for Managers training (March 2014)
- Completed Performance Work Statement Writing Workshop (August 2014)

Bardomina Lopez:

- Completed Lean Six Sigma course and earned a Green Belt as a charter member for NPS
- Completed a one-day "FASTDATA to Desktop" training
- Attended regular Authorizing Official (AO) training/updates for Travel and Government Purchase Card
- She was hand-picked to serve on the National Office of the National Federation of Federal Employees (NFFE) Union Minority, Diversity and inclusion Committee, and successfully completed the IAM/NFFE FD1 Young Federal leaders Program (June 2014)

Sam Hornbeck:

- Completed a one-day "FASTDATA to Desktop" training
- Attended regular Authorizing Official (AO) training/updates for Travel and Government Purchase Card
- Attended Safety Training as the DKL Point of Contact for Safety issues.

**ASSESSMENT:**

- Completed the Annual ACRL survey (2013) on time, and used the data for several reports and the end strength justification mentioned above.
- Participated in an Outsell's annual Information Management Benchmark (IMB) Study
- Prepared graphs for DKL briefings other purposes as requested.
- Assembled data and prepared graphs for NPS Annual Fact Book (2014)

- Attachment A-1 “Admin Budget-General Stats” is an example of data provided for assessment and other reporting purposes.

### **Goals for FY 15**

The goals for FY15 are the same as FY14. With continued and additional staff shortages and budget cuts, will need to find ways to continue to complete the mission in new ways to overcome fewer resources. We will continue to work in teams to find the best tools and processes to meet the challenges. At the heart of all decisions, is the continued commitment to provide top notch customer service while complying with all rules and regulation.

# FY14 DKL Annual Report

By: Bardomina Lopez  
 updated 10.20.14

Lean Six Sigma Green Belt Certified

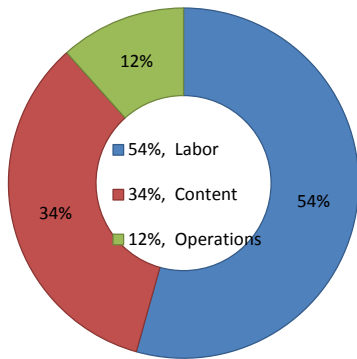
National Office of the National Federation of Federal Employees (NFFE): attended Young Federal Leaders Program & also taking part in Minority, Diversity, and Inclusion Workshop

Training: Effective Cross Generational Communication

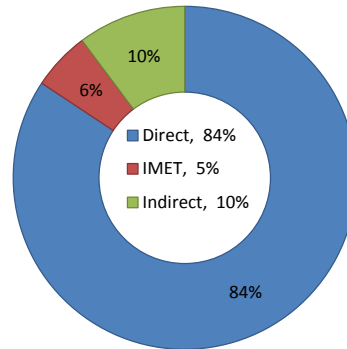
Annual Budget by Type of Purchase	FY14	
Labor	\$ 2,875,000	54%, Labor
Content	1,800,000	34%, Content
Operations	615,000	12%, Operations
<b>TOTAL BUDGET</b>	<b>5,290,000</b>	

Annual Budget by Funding Source	Total	
Direct: D1300	\$ 4,460,000	Direct, 84%
IMET: DLBIM	290,000	IMET, 5%
Indirect: ILBSL	540,000	Indirect, 10%
<b>TOTAL BUDGET</b>	<b>5,290,000</b>	

**FY14: DKL Budget**



**FY14: DKL Budget by Funding Source**



	A	B	C	D	E
1	<b>LIBRARY CONFERENCE ROOM OCCUPANCY METRICS</b>				
2	<b>Fiscal Year 2014 (01 October 13 - 30 Sep 14)</b>				
3	<b>Room #</b>	<b>Number of</b>	<b>Number of</b>		
4		<b>Reservations</b>	<b>Attendees</b>		
5					
6	<b>Kn 138</b>	315	2,108		
7					
8	<b>Kn-263 A</b>	52	413		
9					
10	<b>Kn-263 B</b>	96	468		
11					
12	<b>Kn-263 A+B</b>	95	1,635		
13					
14	<b>TOTAL</b>	<b>558</b>	<b>4,624</b>		

<b>KNOX TALKS FISCAL YEAR 14</b>				
<b>DATE</b>	<b>SPEAKER</b>	<b>DEPT</b>	<b>TOPIC</b>	<b>ATTENDANCE</b>
10/11/2013	Dave Owell	GSEAS/ECE/SE	BKCase project	16
11/8/2013	Victoria Clement	NS	Language and Power	19
12/6/2013	Terry Welliver	ITACS	Getting to know NPS's JIRA & Wiki Part 1	22
12/13/2013	Terry Welliver	ITACS	Getting to know NPS's JIRA & Wiki Part 2	12
1/24/2014	Brian Jacobson	Outside	Mars Exploration Update	16
3/13/2014	Gunnar Stafford	NPS Student Council President	NPS Student Council	15
4/11/2014	Ana Simons	DA	Anti-terrorism - CTX Journal	16
7/10/2014	Todd Willis	NSAM Environmental	Projects; Recycling other info	18
6/27/2014	Ray Buettner	GSOIS	CRUSER, JIFX	20
8/15/2014	Clay Moltz	NSA	Space security	20
9/19/2014	Deborah Gibbons	GSBPP	Organizational behavior	19
<b>Total Attendance</b>				<b>193</b>

# **FY 2014 Annual Report**

## **Metadata Services, Dudley Knox Library**

**Tom Doughty, Manager**

### **Our Mission:**

In support of the Naval Postgraduate School's mission of learning, teaching, and research, the Metadata Services unit maintains intellectual access to the library's rich collections through the creation and development of the discovery and retrieval environment.

Metadata Services keep the collections vital and up to date by procuring new library materials and organizing them for easy and convenient discovery, retrieval and use. In collaboration with other library departments, we maintain the library's online catalog, institutional repository, e-resource discovery systems, and related finding tools and metadata for special and digital collections. In an evolving streamlined process, the unit acquires materials and applies descriptive metadata to them for discovery purposes, making use of emerging technologies and processes whenever possible and meaningful.

### **FY14 Highlights:**

Implemented process for creation of finding aids and supplemental records of Special Collections & Archives and NPS Archives materials

Enhanced and updated processes to add content to Calhoun

Ongoing application of batch importing of ebook records into Sirsi and related cleanup of legacy ebooks records (dramatic increase of individual records added to Bosun)

Collaborated with E-Resources and Content team to make acquisitions workflows leaner and more meaningful

Ongoing review and reassignment of unit workflows due to staff reduction

Ongoing review of metadata workflows and procedures

Application of Lean Six Sigma methodology to acquisitions workflows and procedures

Staff attended DoD and NPS-mandated staff trainings

Staff attended time management and Excel trainings, as well as Library-sponsored Knox Talks

### **FY14 Facts and Figures:**

- Items created in Bosun catalog (all formats): 144,188
- Gifts added: 867
- Items surveyed (all formats): 22,461
- NPS Theses: See Calhoun count

### **FY14 Enhancements:**

- **Streamlining of acquisitions process:** In Spring 2012, utilizing Lean Six Sigma methodology, the Metadata Services Manager and the library Administrative Analyst began analysis of the who-what-where-why-when-how elements of the purchasing-processing-receiving procedures for new content. These elements were examined and a new simpler realistic workflow was established and continues to be updated and enhanced. This process continues to evolve as external purchasing and contracting factors impact how the library selects and purchases content.
- **Batch process of GovDoc records:** In Spring 2012, the Metadata Services Manager implemented batch import of GovDoc bibliographic records from OCLC. Previously, this was accomplished by adding a single record one at a time; now, batches of 100s of records in one process can be first identified in OCLC, then edited using the Marc Magician tool, and finally imported into the Bosun online catalog. Many hours of staff time have been saved and can now be re-designated to working on other tasks, due to this improvement. In collaboration with Collection Development, we reviewed our GPO profile for both print and electronic titles, looking to better collect and add within our scope and interests.
- **Creation of finding aids for SCA and NPS Archives materials:** implemented the process and workflow using archival best practices to create finding aids and supplemental records describing various collections previously invisible to users. Essential outcomes in the process include: publishing the finding aid in Calhoun; organizing and describing the collections; treatment of the physical items, as

needed; acquisition workflow and accessioning of the collections is recorded and saved.

#### **FY14 and Beyond: Working More With Less**

- Advocate, provide and maintain intellectual access to the library's collections through Bosun, the library's online catalog and Calhoun, the institutional repository
- Advocate, provide and maintain metadata discovery and retrieval for the libraries growing digital collections
- Accomplish our work within our existing resources utilizing methodologies such as *Lean Six Sigma* and *More Product, Less Process* strategies
- Process current incoming materials and data in a timely manner
- Advocate and assure quality of our projects and services
- Provide planning support to Collection Development, E-resources, Access Services and Digital Services for collection processing
- Partner with and make use of emerging vendor services and records
- Refresh and renew staff through a continuous process improvement model, using best practices and emerging cataloging standards



# FY14 Outreach and Collection Development Annual Report

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Although FY2014 saw a continuation of the issues dealt with in FY2013 (hiring freeze, more stringent travel regulations, continued budget impacts of the Sequestration and the government shutdown, and the ongoing effects of the Continuing Resolution for the funding of all government programs) it was overall a much quieter year.

## Staff

Our services and service points were severely challenged this year by several departures. Jeff Rothal, reference librarian, departed early in FY2014. His departure resulted in changes to a number of areas, including a reduction of service hours, the continued use of librarians from other areas to staff the desk and the reassignment of his subject areas and research guides. Eleanor Uhlinger, Tom Doughty, Irene Berry and Jason Leyk all agreed to take on one or more areas which helped provide a more balanced assignment of the workload and better service to our patrons as now no one person is overloaded with too many subject areas to provide adequate attention.

The other staff changes occurred in Access Services with the departure of our military spouses which resulted in significant scheduling challenges to our efforts to ensure continued night and weekend coverage. Jason Leyk and Judit Sedillos volunteered to be trained and have taken on regular day-time shifts at the Information Desk and the Library Managers covered the weekend shifts. These efforts were very helpful and greatly appreciated but will not be sustainable long-term so it is hoped that we will see some hiring relief in FY2015. Jason continued to work on his library degree which should be completed by the end of 2014 at which time we have permission to convert him to a permanent GS position.

## Collection Development

### Weeding

Our on-going weeding project continued as time and staffing permitted. We completed the Hs and made it through a majority of the Js. The librarians continued to evaluate other parts of the collection beyond those areas to stay ahead of the actual removal work. Since the original call number reports were run in 2010, we also been ran updated reports to make sure we had an accurate circulation picture for each title and whether an electronic version had been added or not. Since we subscribe to the SPIE Digital library and plan to continue to do so in the future, we also removed over 9,500 SPIE conference proceedings in print. This allowed us to recover significant space in the affected call number areas but also to remove the print records and upload the complete set of electronic records. Some of the print records had links added but most did not and none of the newer electronic only records had been added for quite some time. A new process has been put in place to ensure new records are uploaded quarterly.

As part of the plan to remove the print thesis collection and open up more space, the Buckley collection was also reviewed for relevance. Items that were deemed to not fit the theme of maritime and naval history were removed from that collection and moved to the GENEARL collection. A number of beautiful sets of literature materials that are completely irrelevant to our mission were completely removed and will be offered to the Military Academy libraries.

## New Content

As has been the process of the past several years, we continued to only purchase new print books as needed for Interlibrary Loan, Course Reserves, items were authored by NPS faculty [see appendix A for list] or were by requested by faculty or staff.

## Gifts

The freeze on accepting external book donations was lifted but more stringent guidelines are now in place. We did receive a few collections from the offices of departing faculty and some anonymous donations that were left in the book drop or at the Information Desk. The overall number of gifts accepted has been significantly reduced due to the new rules and by paying closer attention to the relevance and condition of the books offered.

## Wishlist

In the spirit of always trying to be prepared for the unexpected, we continue to maintain a wishlist of items we would like to buy if any money is made available through departments or with the end-of-year sweep ups. This year we had identified over \$2M worth of content covering a variety of subject areas and ranging from journal backfile collections to electronic books. Unfortunately, due to a change in federal acquisition rules and FEDLINK rules, we were unable to meet federal buying deadlines to expend all our funds by the end of the fiscal year. A small number of additions were made before the changes were implemented. We were able to purchase the following:

- ProQuest History Vault (perpetual access and surveyed relevant microfilm collections)
  - Vietnam War and American Foreign Policy, 1960-1975
  - World War II: U.S. Documents on Planning, Operations, Intelligence, Axis War Crimes and Refugees
- ASME Package 3A Conference Proceedings 2002-2007 (perpetual access)
- Wiley Journal backfiles 1946-1996 (33 titles with perpetual access)

## Electronic Resources

### Serials

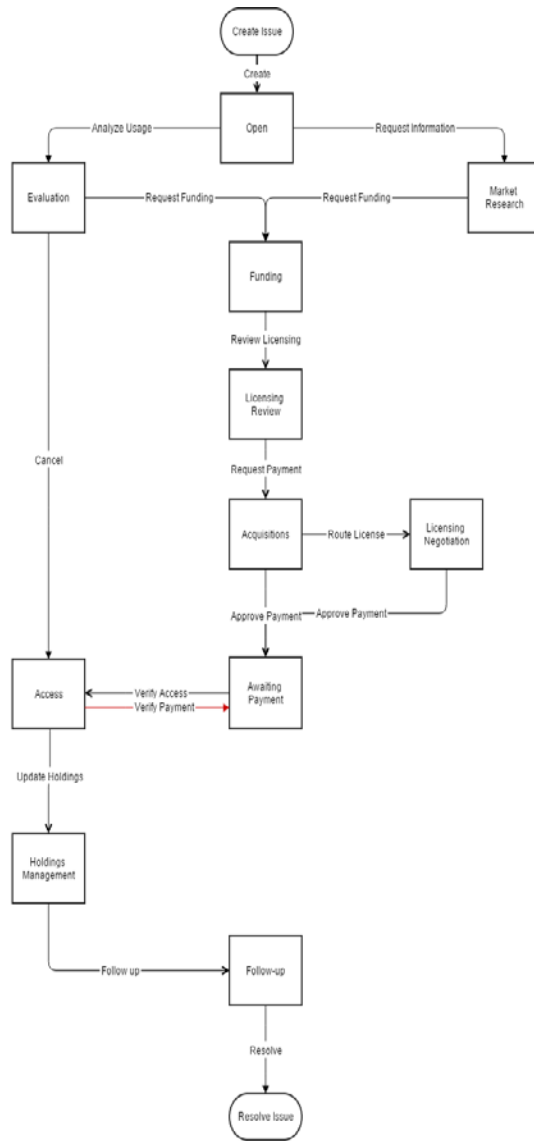
After successfully re-competing our serials subscription service we worked with the staff at EBSCO to ensure everything was moved over, paid for and active. We then began working on the renewal process for next year. It took longer than we had expected and we learned some lessons so we will begin the process sooner in the future and have some better ideas of how to proceed more efficiently and to ensure we have all the necessary quotes and usage statistics gathered well in advance. It was announced that SWETS, our previous vendor, had declared bankruptcy so we were glad we had done the work in FY13 to move away from them. Many libraries were caught in the fallout and lost money as well as access so we were very fortunate. Although we have been working to make sure the journals are more findable through various tools such as SFX, overall usage seems to be down [see tables in Appendix B] and we will need to explore what might be causing this trend.

Ongoing projects include:

- a) A systematic review of all titles in Bosun and SFX to make sure they are current and accurately reflect our holdings
- b) The continued update of the comprehensive Master List of all purchased journals including information such as purchase date, access range, format, package name, backfile information, cancelation date (if appropriate) and more [see <https://dklsp.ern.nps.edu/teams/erm/default.aspx> under lists - version changes as file is updated].
- c) Scanned and loaded copies of all current content licenses on Sharepoint and the implementation of a tracking system to facilitate better status knowledge
- d) JIRA Bug Reports tracked by type and resolution
- e) Overall content purchases reported by type and audience
- f) Better tracking for new purchases and subscriptions
- g) Continued use of the “Nifty Nineteen” sources for trend analysis
- h) Database and journal cost per use statistics for analysis and trends
- i) Alumni cost per use analysis
- j) Journal subscriptions – cost per use

## ER Workflow

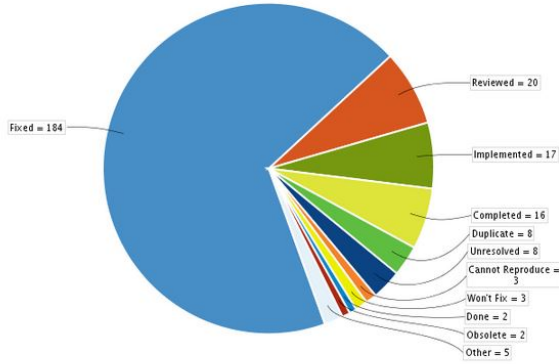
As a first step to reviewing and improving our processes, we have created a high level workflow of the entire e-resource life cycle. This workflow was then translated into formal workflow states in JIRA to better indicate the status of a resource in the lifecycle. Each workflow state has a checklist associated with it to ensure important details are not lost. Having the workflow states formalized this way also helped in ensuring the right information is documented/communicated at the right time. The chart reflecting this evolving process is below.



Staff continued to make good progress in quickly resolving bug reports.

Filter: ERTASK FY14 Bug Reports (Resolution)

Chart

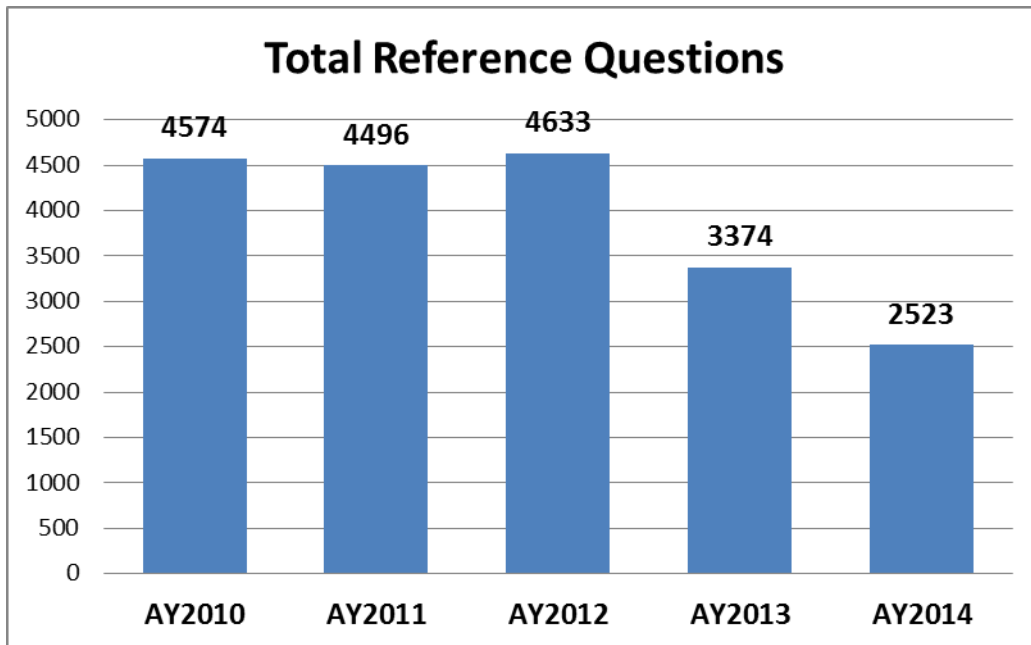


Data Table

	Issues	%
Fixed	184	68%
Reviewed	20	7%
Implemented	17	6%
Completed	16	5%
Duplicate	8	2%
Unresolved	8	2%
Cannot Reproduce	3	1%
Won't Fix	3	1%
Done	2	0%
Obsolete	2	0%
Won't Implement	2	0%
OBE	1	0%
Incomplete	1	0%
Not Valid	1	0%

## Reference and Instruction

Change continued to be the name of the game as another year ended. The most significant one was to move to an all “on call” model. This is very much an experimental idea and will be re-evaluated in the coming year. This allowed us to accommodate our shrinking staff while expanding our hours of availability. Since we are no longer hampered by a rigid reference desk schedule, the reference librarians are able to accomplish more in their offices while monitoring the paging system and “Ask a Librarian” email and chat services. The downside is, of course, a reduction in “in-person” contact but the overall statistics and especially the “in-person” ones from the past several years were already on a decline so it is hard to gauge the real impact of not having someone sitting at the desk at this point. We will monitor and re-evaluate this in the coming year.



## Appendices

### Appendix A

#### 2014 Faculty and Alumni Publications

Brannan, David, Anders Strindberg and Kristin Darken. *A Practitioner's Way Forward: Terrorism Analysis*. Salinas, CA: Agile Press, 2013

ISBN: 9780983074564

HV 6431 .B736 2014

<https://libsearch.nps.edu/vufind/Record/905077>

Doare, Ronan, Didier Danet, Jean-Paul Hanon, and Gerard De Boisboissel. *Robots on the Battlefield: Contemporary Issues and Implications for the Future*. Fort Leavenworth, KS: Combat Studies Institute Press, 2014. [George Lucas authored a chapter].

<http://usacac.army.mil/CAC2/cgsc/carl/download/csipubs/FrenchRobots.pdf>

Grebmeier, Jacqueline M. and Wieslaw Maslowski (eds). *The Pacific Arctic Region: Ecosystem Status and Trends in a Rapidly Changing Environment*. New York: Springer, 2014

ISBN: 9789401788632

Gregg, Heather S. *The Path to Salvation: Religious Violence from the Crusades to Jihad*. Washington, DC: Potomac Books, Inc., 2014.

ISBN: 9781612346601

BL 65 .V55 G74 2014

<https://libsearch.nps.edu/vufind/Record/872075>

Hentz, James J. (ed.) *Routledge Handbook of African Security*. New York, NY: Routledge, 2014. [Jessica Piombo chapter author]

ISBN: 9780415682145

JZ6009.A35 R68 2014

<https://libsearch.nps.edu/vufind/Record/876763>

Johnson, Thomas H. and Barry Scott Zellen (eds.) *Culture, Conflict and Counterinsurgency*. Stanford, California: Stanford Security Studies, 2014

ISBN: 9780804785952

DS371.412 .C85 2014

<https://libsearch.nps.edu/vufind/Record/877294>

Moltz, James Clay. *Crowded Orbits: Conflict and Cooperation in Space*. New York: Columbia University Press, 2014

ISBN: 9780231159128

DKL: QB500.25 .M67 2014

<https://libsearch.nps.edu/vufind/Record/877263>

Nissen, Mark E. *Harnessing Dynamic Knowledge Principles in the Technology-Driven World*. Hershey, PA: Information Science Reference, 2014.

ISBN: 9781466647275

DKL: HD30.2 .N588 2014

<https://libsearch.nps.edu/vufind/Record/759982>

Soeters, Joseph, Patricia M. Shields and Sebastiaan Rietjens. (eds.) *Routledge Handbook of Research Methods in Military Studies*. New York: Routledge, 2014. [Rene G. Rendon and Keith E. Snider chapter authors]

ISBN: 978-0415635332

DKL: U104 R68 2014

<https://libsearch.nps.edu/vufind/Record/901676>

Sotomayor, Arturo C. *The Myth of the Democratic Peacekeeper: Civil-Military Relations and the United Nations*. Baltimore, MD: Johns Hopkins University Press, 2014

ISBN: 978421412139

JZ6374 .S67 2014

<https://libsearch.nps.edu/vufind/Record/785911>

Strawser, Bradley Jay. *Opposing Perspectives on the Drone Debates*. New York, NY: Palgrave Macmillan, 2014

ISBN: 978-1137432612

DKL: UG1242 .D7 S77 2014

<https://libsearch.nps.edu/vufind/Record/877769>

Thornberry, Neal. *Innovation Judo Disarming Roadblocks and Blockheads on the Path to Creativity*. Ashland, Ohio Evolve Publishing Inc., 2014

ISBN: 978-0989322294

HD53 .T56 2014

<https://libsearch.nps.edu/vufind/Record/877278>



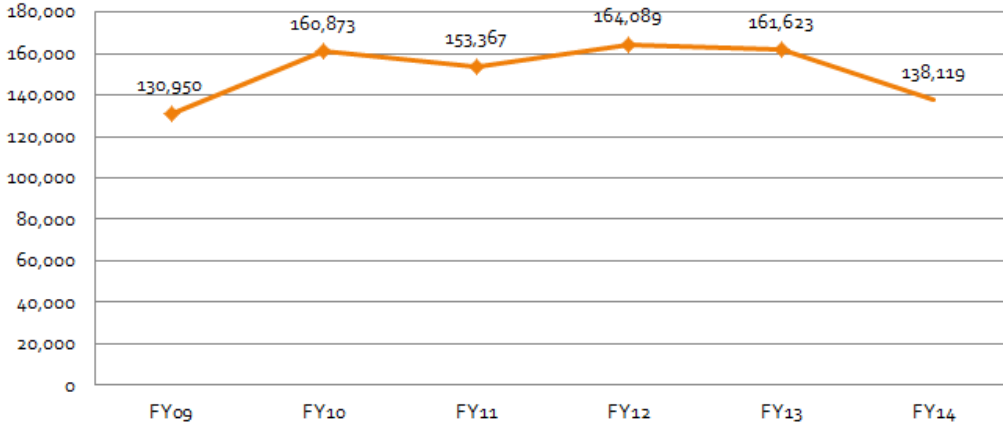
## Appendix B

### 2014 Electronic Statistics

#### Nifty Nineteen – titles, searches and cost per search

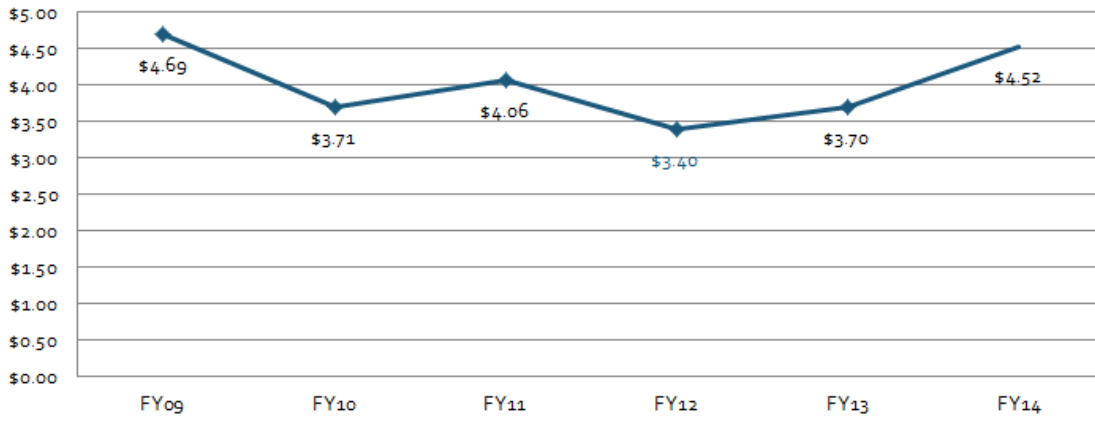
Resources Included:
ACM Digital Library
CIAO—Columbia
CRCNetBase
Ebrary
EBSCO Business Source
EBSCO SocINDEX fulltext
Emerald
EV2 Compendex
Global NewsBank
IEL (IEEE)
JSTOR (ALL)
LN Academic
PQ ABI Global Package
PQ PsycINFO
Project MUSE
ScienceDirect
SPIE Digital Library
Thomson Sci Cit Indx Exp
Thomson SocSci Citation

### FY14 Total Searches in Selected Resources



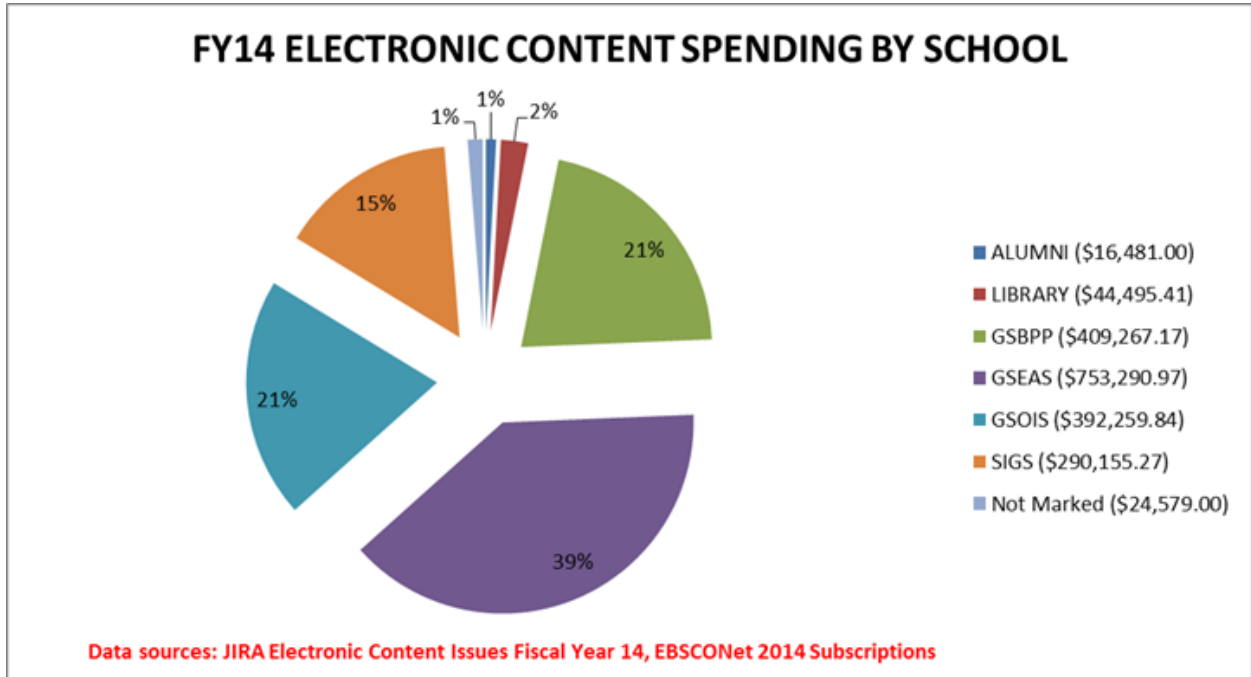
Source: FY14 Cost Per Use Analysis File

### Cost Per Search - Selected Resources



Source: FY14 Cost Per Use Analysis File

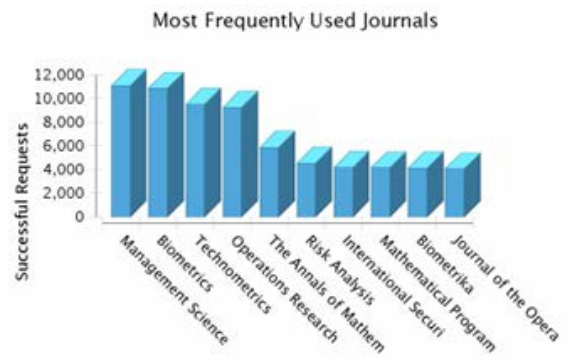
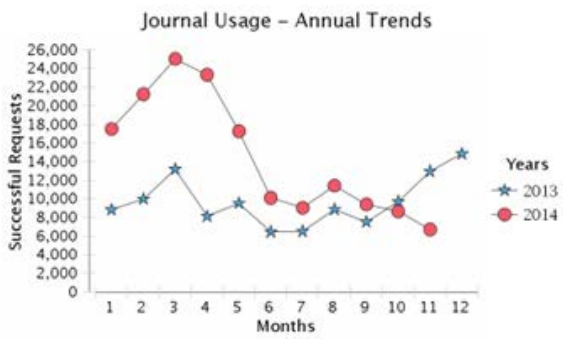
## Overall Electronic Content Spending by School



## Top Journals by usage across various platforms [coverage is for CY2013 & CY 2014]

### Usage Statistics by Journal

Report Filter: Start Date: Jan 13 End Date: Dec 14 Title Search Term: ISSN/e-ISSN Search Term:



# Research Assistance & Instruction Annual Report, AY 2014

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## Introduction

This was another year of big changes for Research Assistance & Instruction. In October 2013 our staffing was reduced due to the departure of another reference librarian, leaving us with two librarians devoted to reference & instruction full-time and one with numerous other responsibilities in addition to her reference & instruction activities. As a result we made some significant changes during the course of the year and focused our efforts on continuing to develop “self-help” tools for library users:

### Reference/Outreach:

- We initially further **reduced reference service hours** (which had already been reduced due to earlier staff departures), and towards the end of the year we **moved to an “on call” model** where we no longer staff a desk, but we are available “on call” for far more hours.
- We continued a trend started the previous year where **other librarians on staff participated in providing reference service**.
- **Other librarians on staff took on “subject liaison” responsibilities** since there are too many areas for 2-3 librarians to meaningfully support.

### Instruction

- We **reduced the number and variety of “in person” drop-in workshops**
- We **created short video tutorials and web guides** to provide guidance on search techniques and common research tasks
- We continued to develop our **“self-service” FAQ**

### **A note about the charts in this document:**

Charts in this document are numbered based on their arrangement in our Annual Report 2014.xls file on the Library’s shared drive at Z:\REFERENCE\Dept. Statistics\Charts and Special\Annual Reports\AY2014 Annual Report. This file also includes numerous other charts of interest that are not discussed in this report.

## Review of Accomplishment of Stated AY 2014 Goals

See **Appendix 1** for our original goals. The highlights for those goals are listed below.

- *Continuing to provide and look for new opportunities to provide “face to face” (in-person and virtual) **instruction opportunities** in the library and in the departments/classroom.*  
Accomplished: See Instruction section of this report for more information. We were able to create some new opportunities, but due to changing instructors, program needs, or other factors beyond our control, we also lost some.
- *Develop **additional “self-help” opportunities for our users** by continuing to build the searchable FAQ, creating, maintaining and enhancing research guides (LibGuides), recorded tutorials, pdf handouts, etc.*  
Accomplished: Created a LibGuide with database and other vendor tutorials and a Search Strategies LibGuide. Began creating short task-focused videos. Converted old subject web pages to more user-friendly LibGuides format, and created new subject-oriented LibGuides as needed.
- *Further examine and modify our **reference service model**, possibly as part of a larger library project to consolidate down to a single public service point*  
Accomplished: Participated in Service Point Working Group that researched possible reference service models and made recommendations. Implemented new single point service model with reference service available “on call” 8 hours/week day.
- *Maintain and develop **outreach to academic departments**, focus on becoming known by and involved with our newly assigned areas due to staff departures.*  
Accomplished: All new liaisons introduced themselves and in some cases were able to follow up with participation in faculty meetings or one-on-one appointments.
- *Collaborate with Library Systems department to **move out of Rhythmyx and into LibGuides and the new Liferay system.***  
Accomplished: The move to Liferay is still underway and is largely being accomplished by the Web Working Group. The move of appropriate pages into LibGuides, which we were very involved with, is complete.

## Department Statistical Highlights

Research Assistance Questions Rec'd*	AY2008	AY2009	AY2010	AY2011	AY2012	AY2013	AY2014	Change AY2013- AY2014
<b>Means of Question</b>								
In Person	1709	2255	2437	2655	2917	1866	1436	-23%
E-mail and web form	1687	1678	1566	1298	1202	1068	900	-16%
Chat (VR)	360	387	267	302	228	248	66	-73%
Phone	335	336	255	215	264	160	113	-29%
Text a Librarian	0	0	49	26	22	32	8	-75%
<b>Total</b>	<b>4091</b>	<b>4656</b>	<b>4574</b>	<b>4496</b>	<b>4633</b>	<b>3374</b>	<b>2523</b>	<b>-25%</b>

Instruction	AY2008	AY2009	AY2010	AY2011	AY2012	AY2013	AY2014	Change AY2013- AY2014
In-house Instruction Sessions (Includes Vendor)	82	86	83	97	85	51	32	-37%
In-house participants (Includes Vendor)	918	854	732	903	694	398	222	-44%
External Instruction Sessions	86	105	107	113	131	120	100	-17%
External Participants	1717	2136	2202	2318	2714	2450	2126	-13%
Distance Instruction Sessions	31	23	47	60	75	62	47	-24%
Distance Participants	684	537	1023	1224	1592	1205	937	-22%
Instruction hours	222	252	248	240	309	224	189	-16%
Total Instruction Sessions	168	191	190	210	223	171	132	-23%
Total Participants	2635	2990	2934	3221	3408	2848	2348	-18%

	AY2007	AY2008	AY2009	AY2010	AY2011	AY2012	AY2013	AY2014
Reference Questions*	4145	4091	4656	4574	4496	4633	4633	2523
Instruction Sessions	170	168	191	190	210	223	223	132
Instruction Sessions Participants	2679	2635	2990	2934	3221	3408	3408	2348
Instruction Hours	225	222	252	248	240	309	309	189

\*Does not include questions asked at General Information Desk, Restricted Resources, or Special Collections & Archives

Total Reference Questions	AY2014
Reference	2523
Successful Self-Service Library FAQ Searches	375
Total	2898

Instruction sessions do not include library tours. Questions received include all questions regardless of READ level.

## Research Assistance and Ask a Librarian

As with last year, it is not surprising that our Research Assistance and Ask a Librarian statistics continued their downward trend. This has been happening in academic libraries nationally for some years. Some local contributing factors and responses to this trend this year were:

- **Decreased service hours and a late-year move to “on call” service as part of a new single service point model** contributed to our receiving far fewer questions. For most of the year we offered 20 hours/week of reference at the Ask a Librarian desk, as compared with 35 hours a week just a little more than a year previous. In September 2014 we moved to a new service model, where all “in person” and phone questions start at the Information Desk and are triaged to an “on call” librarian between 0800 and 1600 M-F. Though the librarian on duty may choose to help patrons at the old service point, we no longer sit at a public desk “just in case,” and are therefore far less visible.
- The move to being “on call” vs. at a service desk resulted in our being asked far fewer basic READ 1 and READ 2 questions towards the end of the year, as these are now almost always responded to by Information Desk staff.
- **Librarians outside of the core reference team continued to help providing Ask a Librarian service.**
- We continued to **build up our searchable FAQ**, making it easier for Information Desk staff, Ask a Librarian staff, and our user community to get answers on their own 24/7.
- Information desk and Ask a Librarian staff encouraged students and faculty to make an appointment with their **subject liaison for in-depth support**.
- **Mandatory library tours** provided basic information about using the library services, facility and web resources, making it less necessary for students to approach a librarian for help during their first quarter.
- We continued to develop and maintain **tutorials and research guides** which we introduce in our instruction sessions and which enable library users to find information that they used to need to consult with us to obtain.

## Ask a Librarian and Research Assistance Activity and Analysis

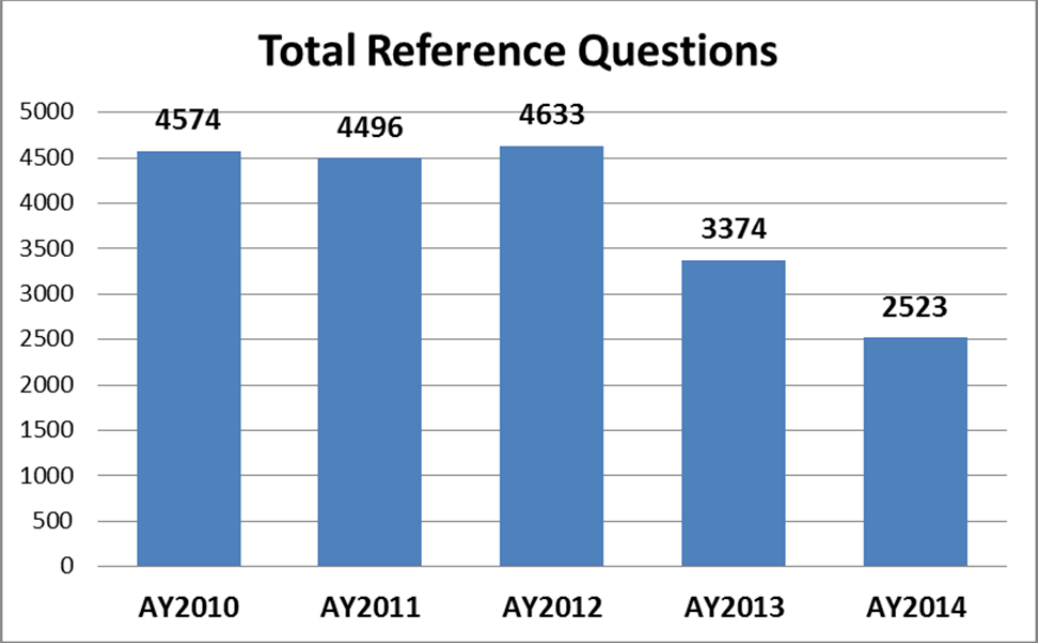
### *Service Model Changes*

After months of research and discussion, in early September we moved to a “Single Service Point” model where all “in person” and phone questions come to the Information Desk and are triaged to a librarian who is “on call” 8-4 M-F. Our two full-time reference librarians cover most of the “On call” hours with help from other librarians. While on duty, the librarian monitors and responds to chat, text and email questions in addition to any that are handed off from the Information Desk. This has helped us to:

- Provide service for many more hours as we are able to do other things while on duty.
- Respond primarily to questions requiring librarian expertise as opposed to basic questions easily handled by Information desk staff.
- Accomplish other work as we are at our own computers and/or wear a pager while in meetings and other activities in the library building.

In 2014, we received and responded to 2523 inquiries from the public service point, in person, via email, live “chat,” telephone, text message and by appointment. As discussed earlier in this report, this was significantly down from last year and was not surprising given the circumstances and our reduced service hours. See Department Statistical Highlights (above) and the charts below for details.





**Chart 1**

*Includes all reference questions (for Research Assistance) through all means, both on and off desk*

***What is the level of difficulty of the questions we were asked?***

As in past years we rated all of the questions we respond to using the READ scale, with 1 being the easiest and 6 being the most complex. As the two charts below indicate, half of the questions received at the service point were READ 1 or 2, in contrast to those questions received by individual librarians, where READ 1 or 2 questions accounted for only 12% of the questions.

In last year’s report, we remarked that, “As we continue to have fewer librarians on staff, we will need to continue to critically examine our reference service model to find ways to provide support for users with these basic READ 1-2 questions: by automating responses where possible through the searchable FAQ, readily available online tutorials and guides, and with well-trained non-librarian staff involved in staffing the desk and/or responding to basic questions that come in through other means (chat, email, etc.). This will be an important focus for 2014.”

We did exactly that. We maintained and updated the FAQ, developed tutorials and guides, and changed our service model so that the READ 1 and many READ 2 questions are now first asked at the Information Desk where staff are available for many more hours and are well-equipped to respond effectively. (In early FY 2015 Information Desk staff was also trained to respond to basic email and text questions that come in outside of Ask a Librarian hours).

### Reference Questions at the Service Point

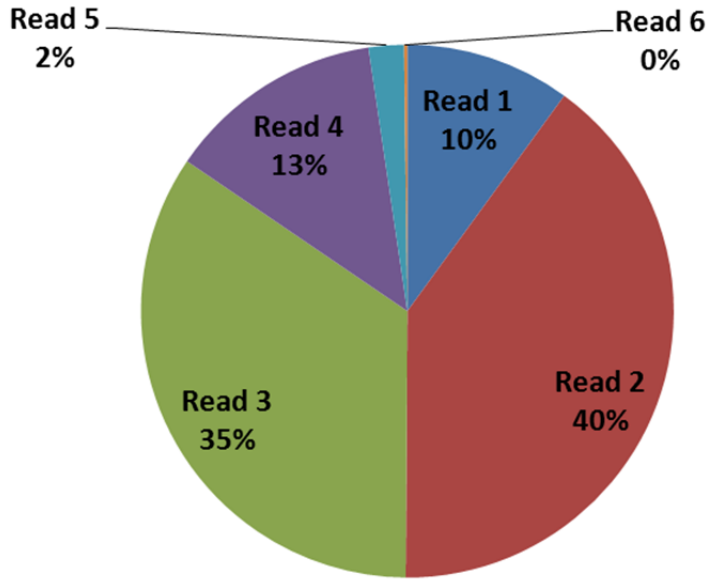


Chart 8

### Reference Questions Off Desk

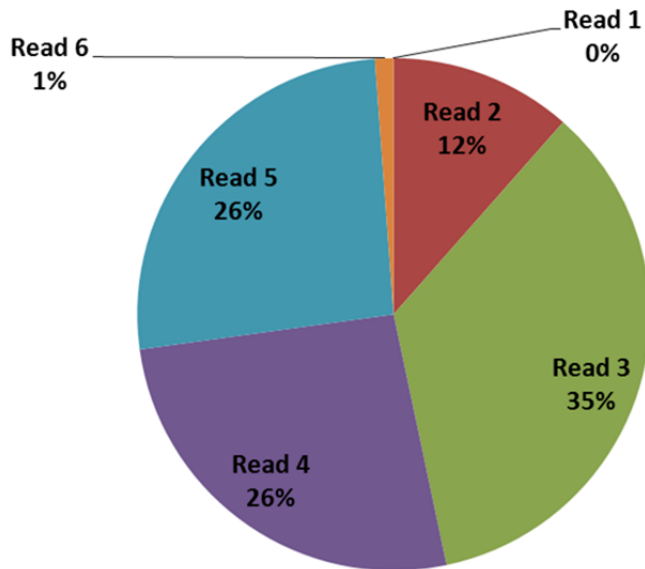
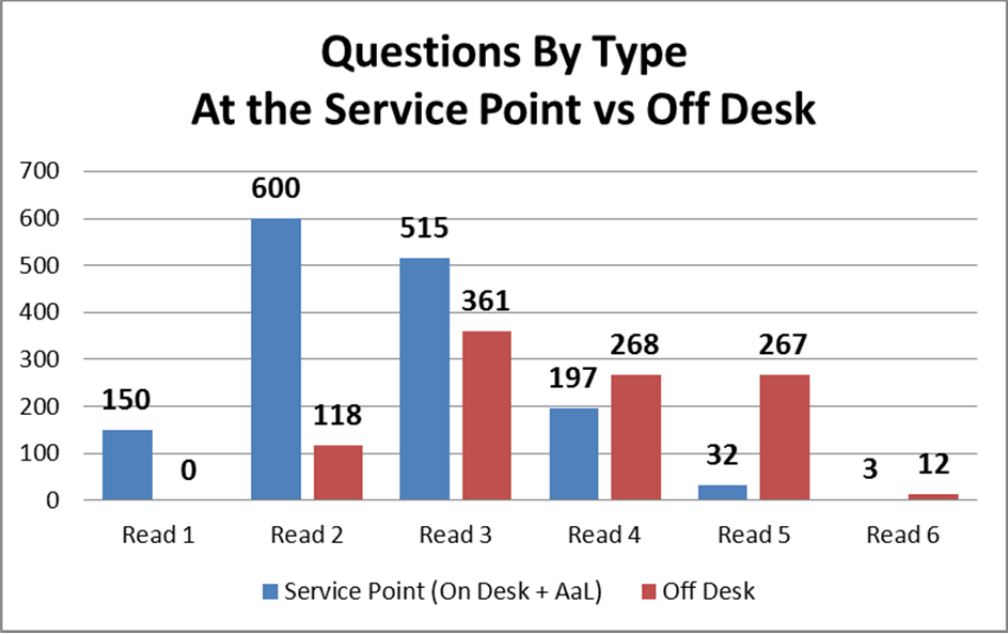


Chart 9



**Chart 6**

As mentioned previously, we rate all of the questions we receive through Ask a Librarian and off-desk using the READ scale, where 1 is the most simple and quick and 6 is the most in-depth. The charts below illustrate some interesting things:

- The number of **READ 3-6 questions we responded to in 2014 was not significantly different than the number we responded to in 2013.**
- READ 3-6 questions as a percentage of our total questions increased 16% from 2013 to 2014.

Therefore, the large decline in total questions we responded to (as shown earlier in various charts) was largely due to a decrease in basic READ 1 and 2 questions, some of which were probably responded to by the Information Desk or by users finding what they needed in our FAQ. This is actually good news, as one of our objectives has been to have degreed librarians focus on the more complex questions and to free up their time previously spent responding to basic questions so they can focus on other responsibilities such as creating and maintaining research guides, doing outreach, and other projects.

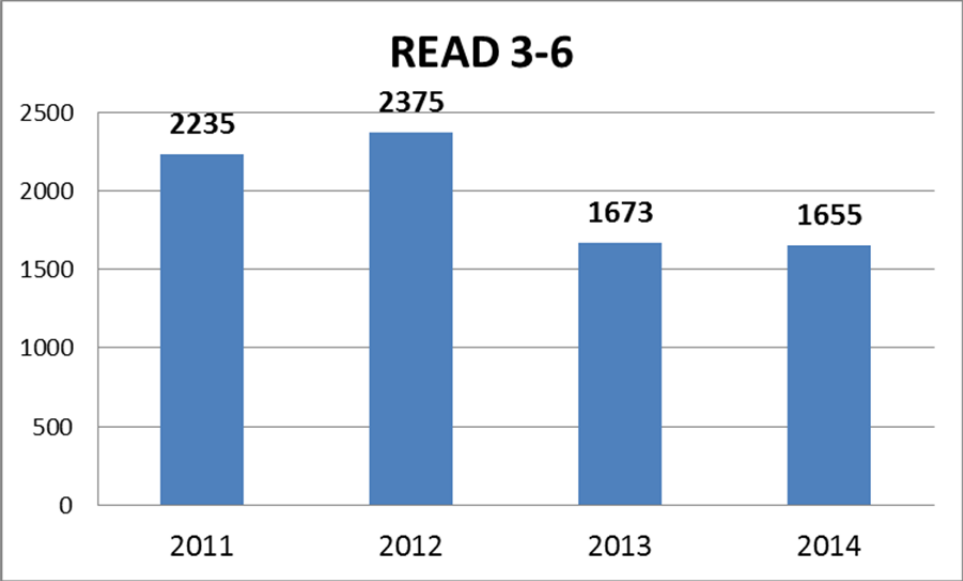


Chart 47

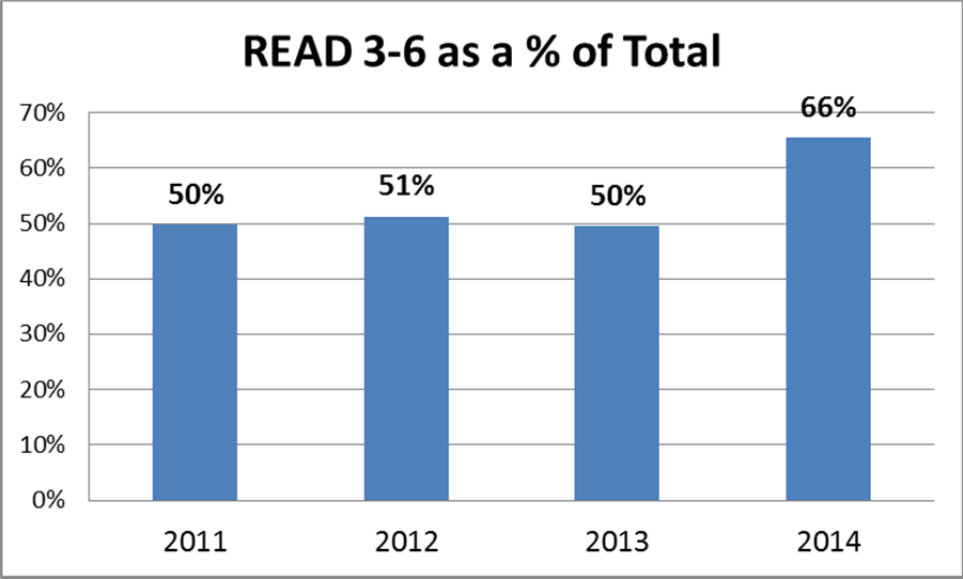


Chart 48

### Questions by READ Scale AY2014

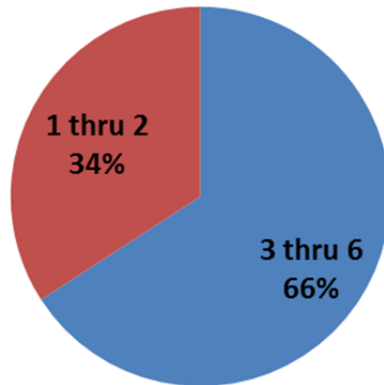


Chart 49

### Questions by READ Scale AY2013

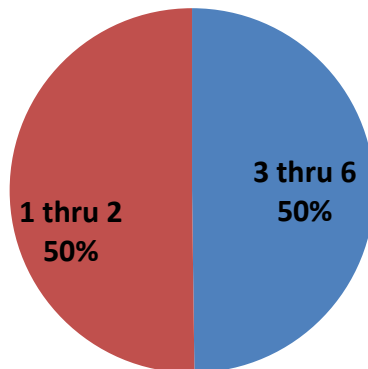


Chart 50

If we continue with the “on call” model through FY 2015, we anticipate the following:

- total questions to Research Assistance/Ask a Librarian will continue to dramatically decrease as we are no longer adjacent to the Information Desk
- percent of questions that are “easy” READ 1/READ 2 will decrease and those that are READ 3-6 will increase, for the same reason as above
- number of “off desk” questions will increase as more complex questions are triaged to appropriate subject liaison and handled as off-desk consultations

***By what means did people contact us?***

The chart below shows the various means by which customers contact us to ask a question. Noticeable changes this year were that a smaller percent of our questions were received “in person” and a larger percent were received by personal email.

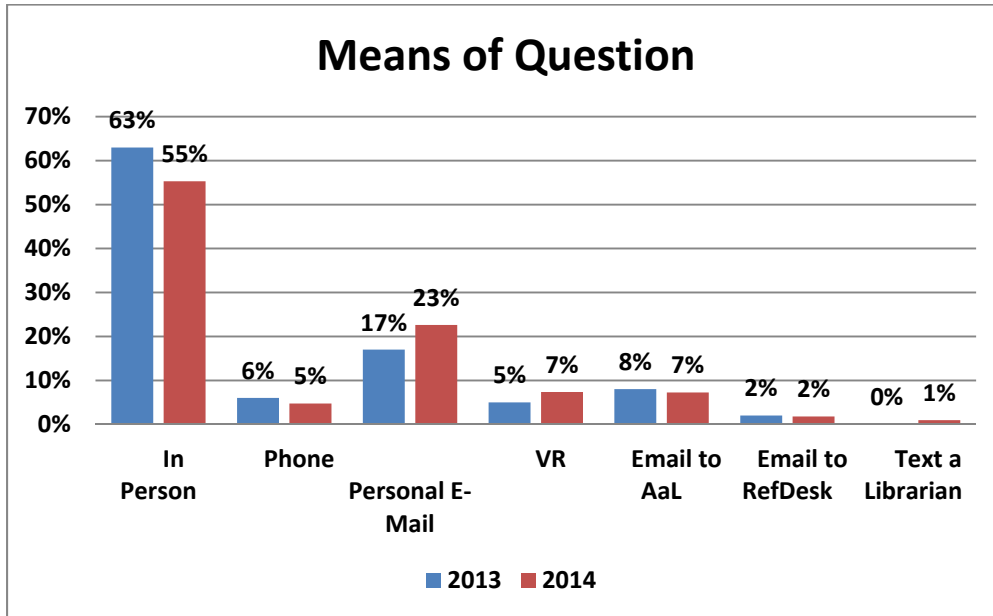


Chart 14

***Who are our reference customers?***

NPS resident students continue to ask the majority of the questions we receive.

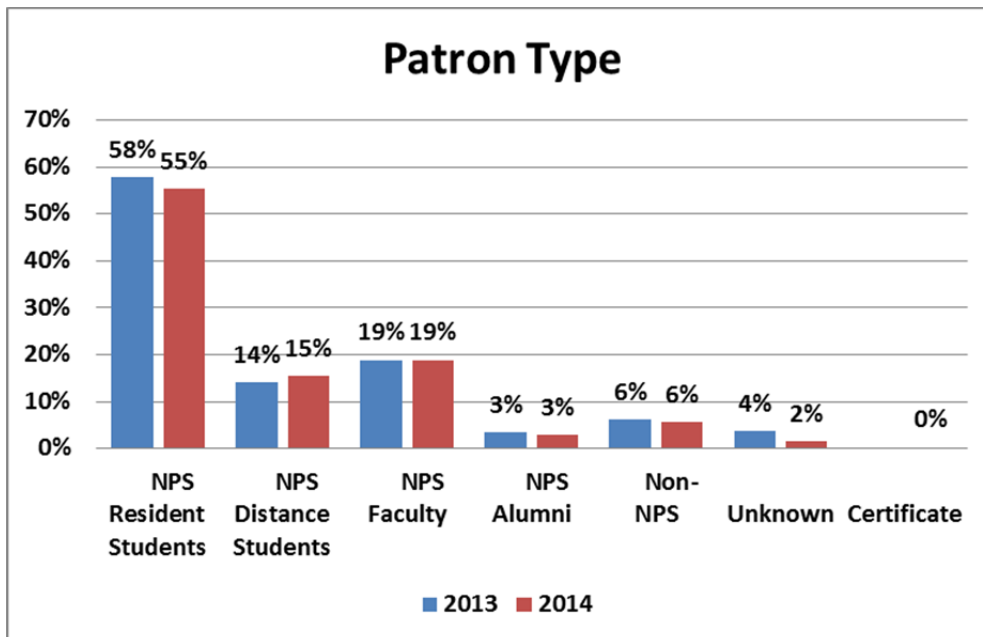


Chart 17

### Reference Questions Library-wide

Although we have traditionally fielded the majority of “reference” questions, with the changes we have made and will most likely continue to make in the future, it will be important to look at the bigger picture, which includes the Information Desk, and to a lesser extent, other service points (Restricted Resources and Special Collections & Archives). The charts below show that even when you factor in the significant number of questions the Information desk responded to, the overall number of questions we are receiving and responding to library-wide went down. They also show that we (Ask a Librarian/Research Assistance) fielded a smaller percentage of the total questions in 2014 than we did in 2013, and that the Information Desk fielded a greater percentage. This is not surprising given our reduced Ask a Librarian hours, and we expect the trend will continue if we continue with the single service point with reference “on call” model.

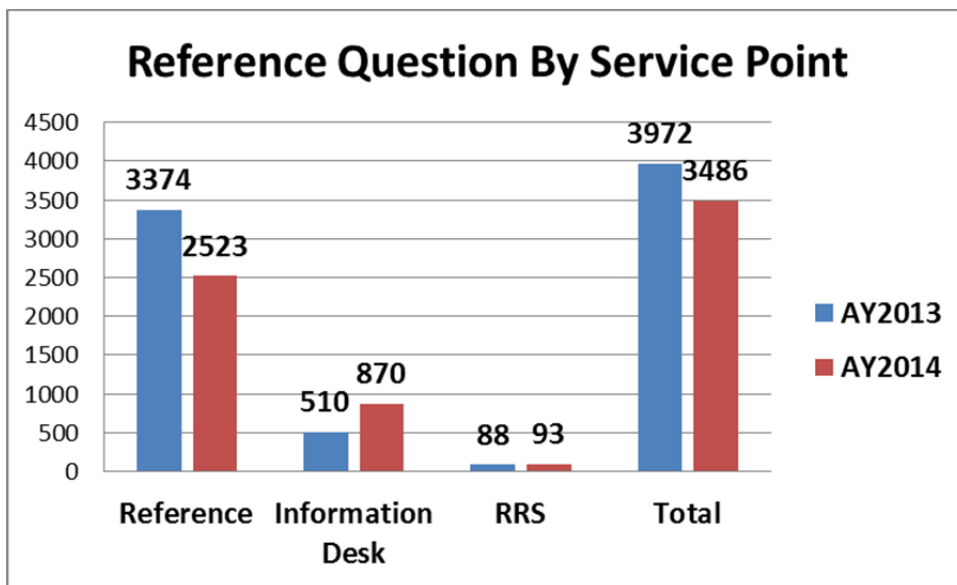


Chart 46

### Reference Questions By Service Point AY2014

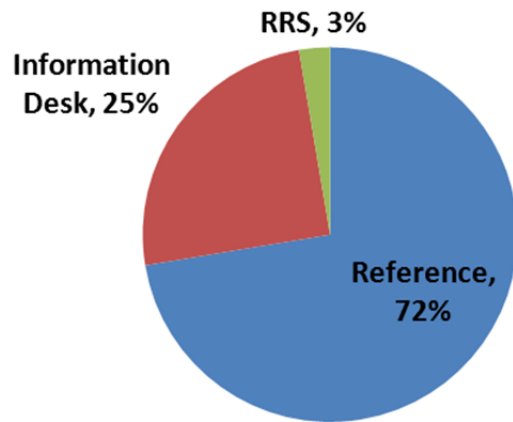


Chart 45

### Reference Questions By Service Point AY2013

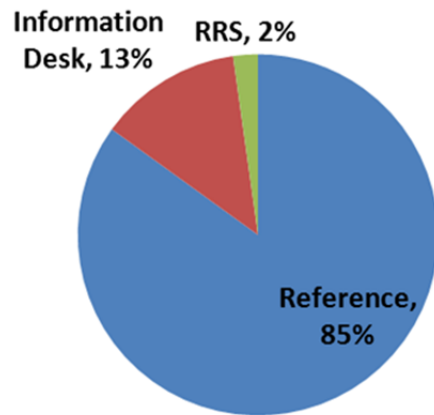


Chart 44



### Self-Service FAQ

We implemented our searchable self-service FAQ mid-year in FY 2013. On our Ask a Librarian page there is a prominent search box with the words “Search our FAQ...” In FY 2014, the first year for which we have complete data, 375 searches in this box resulted in either a direct match or a user clicking on one of the possible answers that they were presented with. These represent questions that we otherwise probably would have been asked. It will be interesting to track the trend over time to see if the number and/or percentage of questions answered through the FAQ increase. In the future we may consider reporting successful FAQ searches as an additional service point.

Total Reference Questions	AY2014
Reference	2523
Successful Self-Service Library FAQ Searches	375
Total	2898

Chart 53

Reference questions = ALL questions received off-desk and through Ask a Librarian.

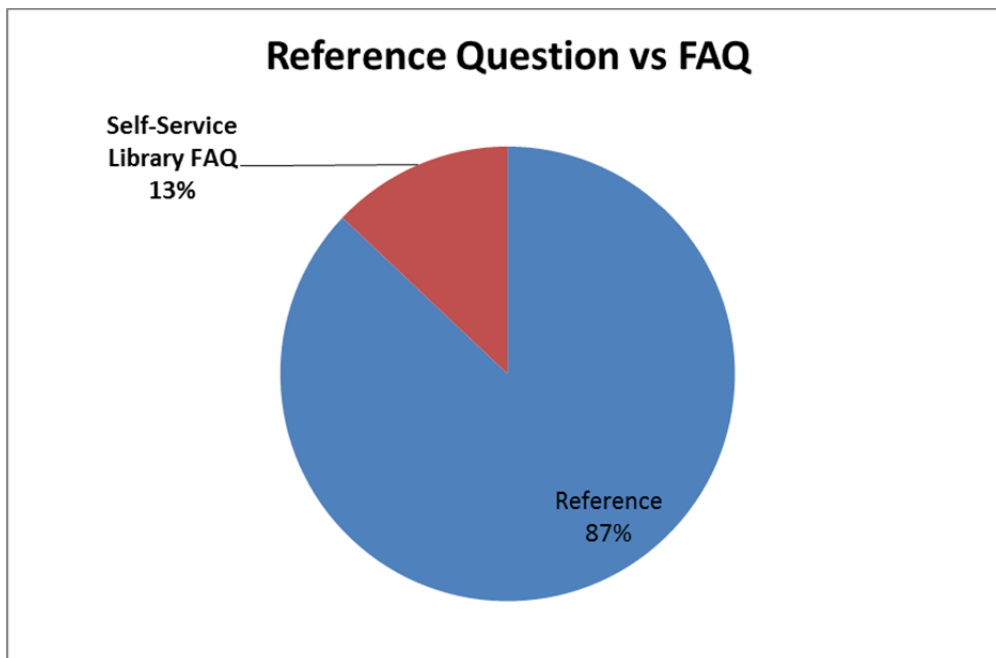


CHART 52

Note that elsewhere in this report (in the section on Asynchronous Virtual Instruction Tools) we provide information on the total number of “hits” to our various FAQs. Those numbers are higher than those reported in the charts above, because the charts above only include searches entered in the search box, while the “hits” include other access points such as browsing through the FAQs.

## Instruction

### Tours

Last year we began providing tours as a required part of all new students' orientations. GSBPP tours were consolidated with those for the broader campus, and we discontinued offering drop-in tours. As a result, we **offered far fewer tours but reached many more students**, as illustrated in the charts below. These tours, provided to all incoming US and International students, include both physical and web tours. We believe the web tours provide much of the basic information new students need to get started using the library's web tools. The good thing about this is that more students are better-prepared. The downside for us is that far fewer students signed up for our basic workshop, Research Quickstart, than did prior to the implementation of the mandatory tours.

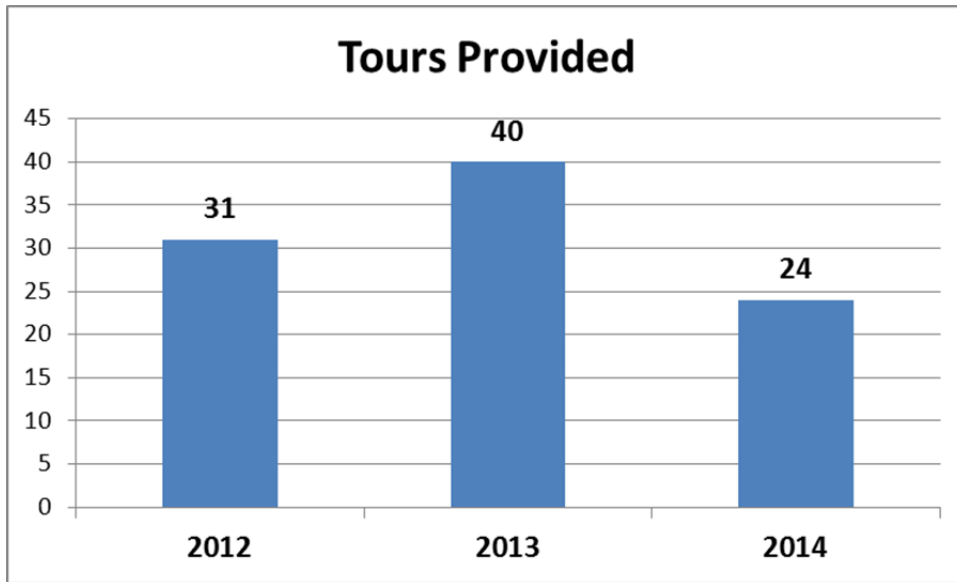


Chart 38

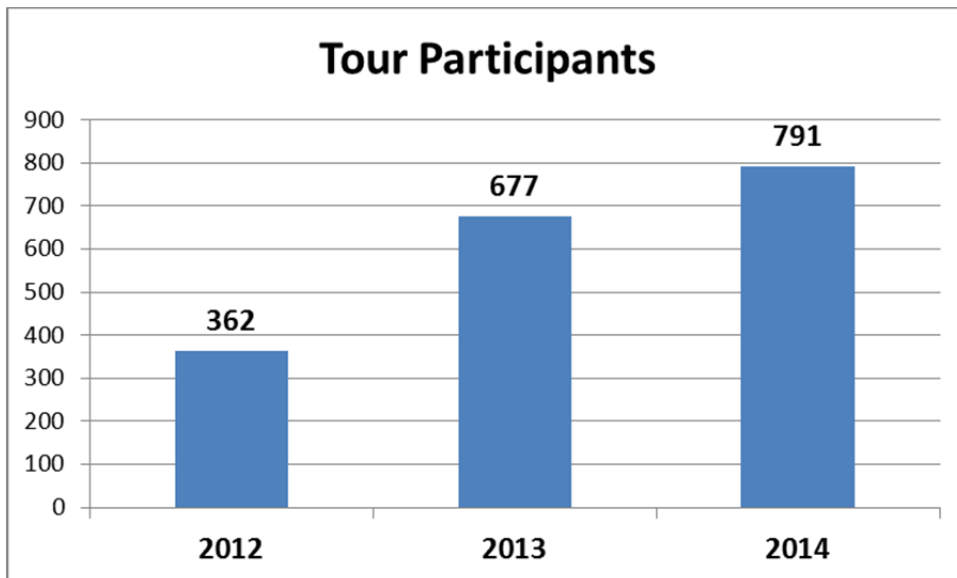


Chart 39

## Workshops (Internal and External)

Our total workshops offered (both internal and external) were down this year, as were the number of participants.

### *Internal:*

- As mentioned previously, with fewer instruction librarians on staff we **offered fewer sessions**. We cut both the number and variety of sessions, focusing on our most popular “core” workshops: Research Quickstart, Thesis Quickstart, and RefWorks.
- We faced some **challenges publicizing our internal workshops**. The mandatory student muster page has always been our primary mechanism for reaching students, and for part of this year due to changes in their guidelines we were not able to post weekly workshop announcements.
- We also believe that with the **web portion of the mandatory tours** for all incoming students, we provide enough information that many new students no longer feel the need to take Research Quickstart, which was previously one of our most popular offerings.

### *External:*

- Although we had some successes this year in terms of new and continuing opportunities to provide instruction in the classroom, we also lost some opportunities as instructors and department needs changed, and as a result the number of external workshops and participants was also down this year. For example, GSBPP consolidated their introductory class where the librarian routinely provides library instruction into fewer sections, stopped requiring 4<sup>th</sup> quarter students to attend a library research refresher that was required in 2013, and eliminated the library from their EMBA orientation due to time constraints. An example on a more positive front is that the Operations Research library liaison worked with that department to create a new required research orientation for Operations Research thesis students.
- We continued to have a very strong regular instruction presence in a wide variety of departments and curricula including GSBPP, CHDS, NSA, Computer & Information Science, Systems Engineering, Operations Research, Defense Analysis, and others.

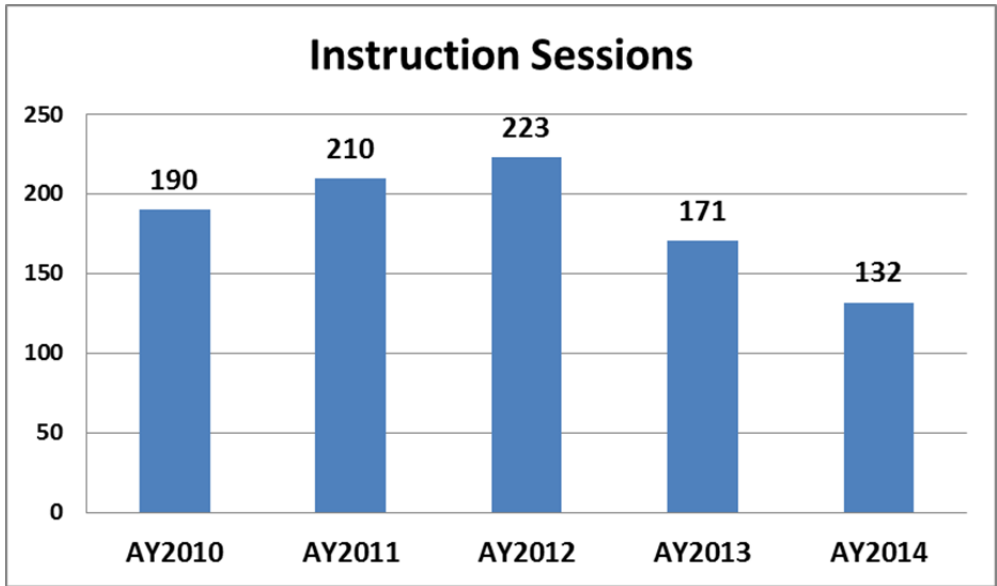


Chart 18

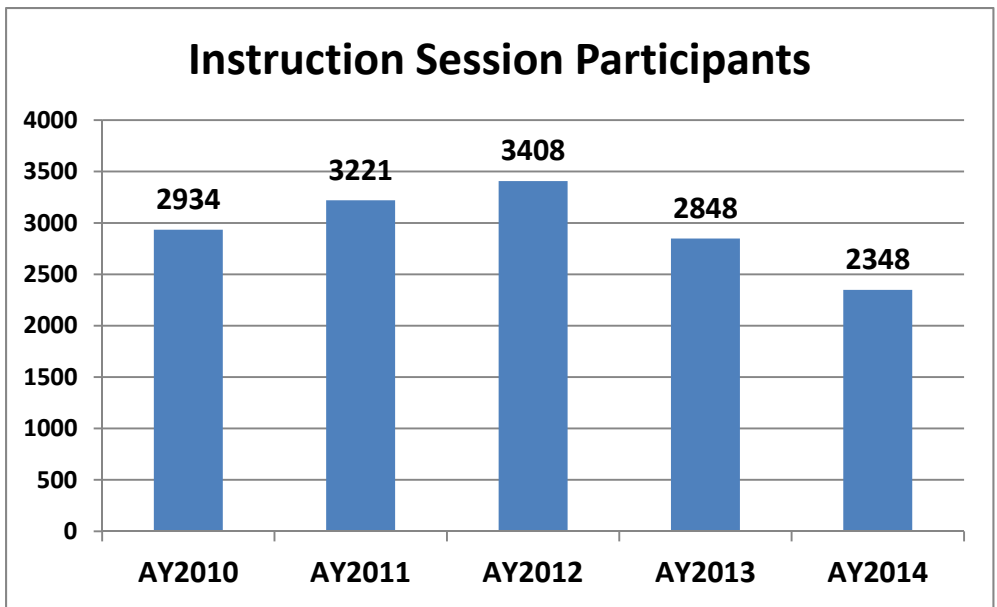


Chart 19

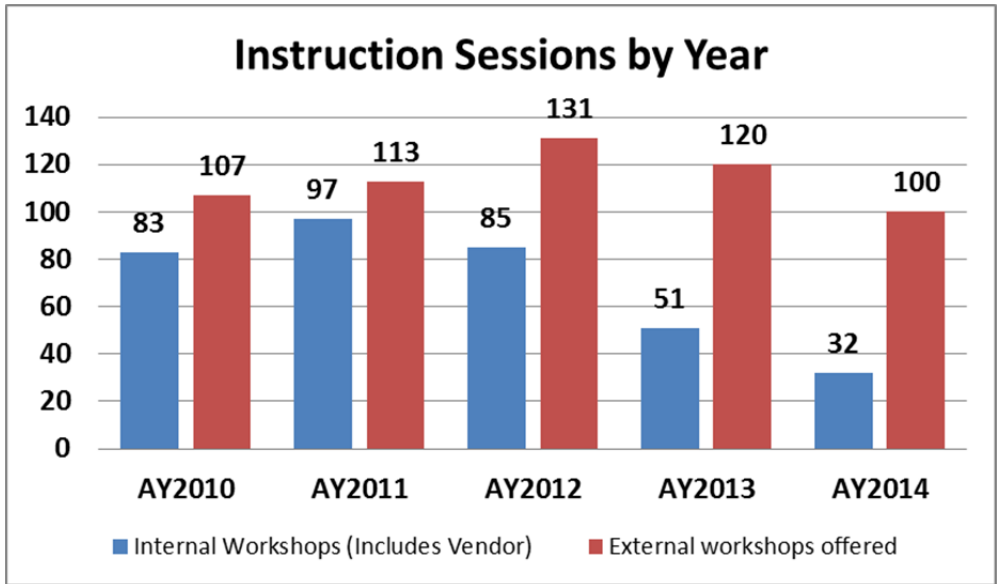


Chart 21

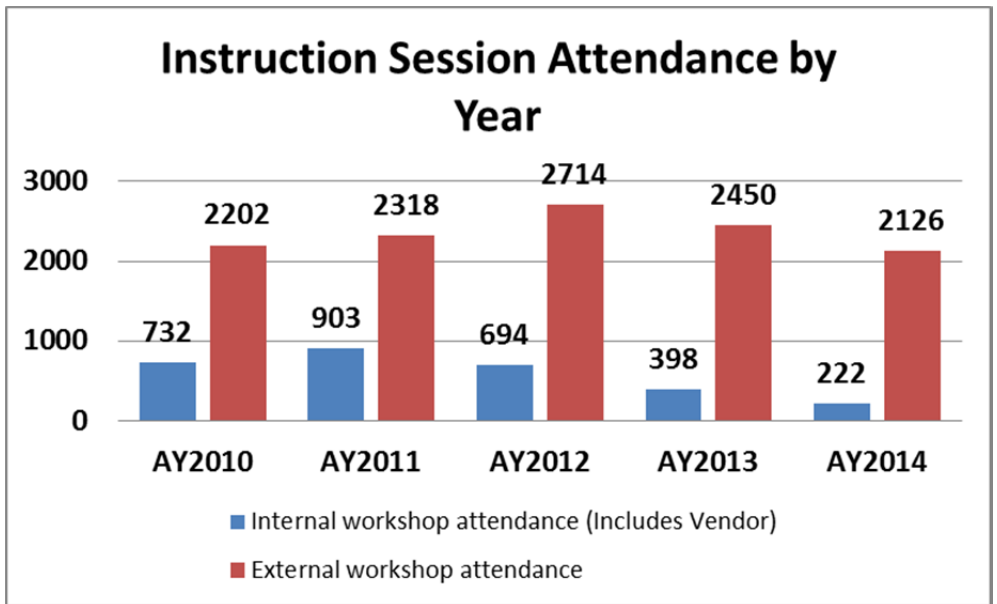


Chart 22

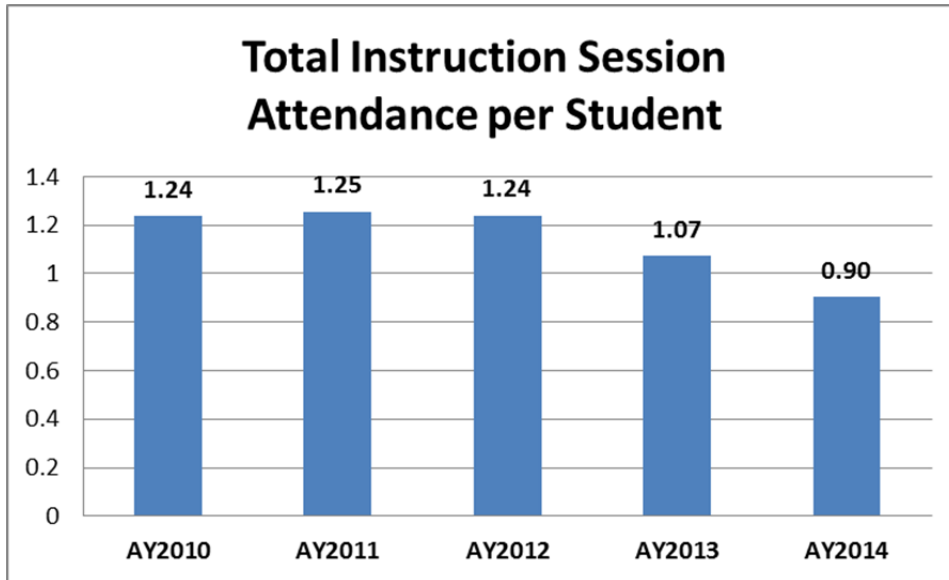


Chart 25

#### Asynchronous Virtual Instruction Tools

One of our goals for this year was to “Develop **additional “self-help” opportunities for our users** through continuing to build the searchable FAQ, creating, maintaining and enhancing research guides (LibGuides), recorded tutorials, pdf handouts, etc.”

We did this, as described below:

- We continued to monitor the **searchable FAQ** and updated or added “answers” when appropriate. This year, library users obtained approximately 375 “answers” to questions searched through the FAQ. We did our best to educate users about appropriate questions to search for in the FAQ, because most of the questions for which users did NOT find answers were really not appropriate for the FAQ – they were specific research topic questions, searches for book and article titles, and other things that one could not expect to be of general interest.

POPULAR LIBRARY FAQs	
Question	Visits
How do I find someone's military service record?	446
Using the library's databases off campus	157
How can I learn how to use RefWorks & other RW ques	123
What is Turnitin? Does NPS have it?	111
Do the Library computers have CAC card readers	71
What is the password for LexisNexis?	62
How do I cite references in APA, Chicago, etc.?	52
How do I search for NPS theses and dissertations	35
Does the Library have electronic books?	34

Number of hits to the "answer" since inception, not just for this FY.

- Reference librarians and subject area liaisons created, updated and maintained numerous “Research Guides” in the LibGuides system.
  - Newly created and significantly updated guides included: **(STILL NEED SOME GM?)**
    - Acquisition & Contracting (<http://libguides.nps.edu/acqcont>)
    - Aerospace & Space Systems (<http://libguides.nps.edu/aerospace>)
    - Calhoun: The NPS Intuitional Archive (<http://libguides.nps.edu/calhoun>)
    - Citation Styles (<http://libguides.nps.edu/citation>)
    - Company & Industry Information (<http://libguides.nps.edu/company>)
    - Copyright (<http://libguides.nps.edu/copyright>)
    - Data Management (<http://libguides.nps.edu/datamanagement> )
    - Design Thinking (<http://libguides.nps.edu/datamanagement>)
    - Ebooks (<http://libguides.nps.edu/ebooks>)
    - Electrical & Computer Engineering (<http://libguides.nps.edu/ece>)
    - European Studies (<http://libguides.nps.edu/europe>)
    - Governance Innovation for Security & Development (<http://libguides.nps.edu/governance>)
    - Manpower (<http://libguides.nps.edu/manpower>)
    - Military Music (<http://libguides.nps.edu/militarymusic>)
    - Operations Research (<http://libguides.nps.edu/opr>)
    - Physics (<http://libguides.nps.edu/physics>)
    - Reference Tools (<http://libguides.nps.edu/referencetools>)
    - Researcher Visibility (<http://libguides.nps.edu/profiles>)
    - Search Basics (<http://libguides.nps.edu/search>)
    - Thesis Quickstart (<http://libguides.nps.edu/thesis>)
    - Tutorials (<http://libguides.nps.edu/tutorials>)

Top 10 LibGuides Page Visits	
Guide	Hits
Citation Styles	32710
Citation Management with RefWorks	13382
Alumni Access	8863
Vietnam Conflict	7178
Defense Budget	4778
DoD Service Portals	4557
Calhoun: The NPS Institutional Archive	4495
Systems Engineering	3023
Business, Management & Economics	2848
Writing Resources	2162

- We created a guide linking to both vendor and librarian-created **tutorials**, and began populating it with a handful of short task-focused screencasts (<http://libguides.nps.edu/tutorials>). We will be continuing this effort in 2015.
- Due to frequent changes in website labels, service models/hours, and other things, we frequently updated **handouts** to ensure currency and accuracy.

## Outreach

### Accreditation, Library Impact Statements and New Program Reviews

We provided input for the GSBPP's NASPAA re-accreditation and began work on information required for their AACSB re-accreditation.

We prepared a Library Impact Statement for the Network Science Certificate Program

### Faculty Meetings, Seminars and Other Department Events

When possible, we attend faculty meetings and other academic department events for the departments we support. This enables us to stay visible, develop and maintain contacts, and pursue opportunities for instruction, research support, and funding. This year we had a number of subject area reassignments, and newly assigned librarians introduced themselves to their departments and took advantage of opportunities to attend faculty meetings and other events.

Digital Services Librarian Irene Berry gave a couple of talks in faculty meetings and seminars about Calhoun, and Reference Librarian Ann Jacobson developed and delivered a well-received new faculty seminar on increasing research visibility using free web tools like Google Scholar Author Profiles and ResearchGate.

### Facebook

We continued to keep our Facebook page engaging and current with a variety of creative, relevant postings. The number of people who “like” our page increased from 1,050 to 1,264. The page has been a great way for the library to stay connected with alumni, past staff, and other interested people. The graphic below shows a selection of the geographic breakdown of our fans. Relatively few are from Monterey, San Diego and other locations where our current resident and distance students are, so we think our Facebook presence is largely outreach beyond the current NPS student, faculty and staff community.

Country	Your Fans	City	Your Fans	Language	Your Fans
United States of America	705	Monterey, CA	81	English (US)	946
India	53	San Diego, CA	24	English (UK)	92
Turkey	42	Washington, District of Co...	22	Spanish	38
Indonesia	35	Athens, Attiki, Greece	19	Turkish	33
Philippines	27	Alexandria, VA	13	Indonesian	24
Pakistan	24	Virginia Beach, VA	13	German	14
Greece	21	Singapore, Singapore	11	Arabic	14
Germany	20	New York, NY	11	French (France)	13
Thailand	17	Unknown	10	Greek	13
Canada	16	Jakarta, Jakarta Raya, Ind...	10	Thai	11



### **MWR Fair**

Due to changes in the format and nature of the fair, we had stopped participating, but this summer, the fair was held outside in front of the Library, and we hosted a table where we were able to interact with and provide information to many new and returning students as well as faculty and staff.

### **Collection Development**

We continued to be involved in the project to weed the library's print collection, and provided input on renewing and potential electronic resources. The Collection Development annual report provides information on this aspect of our work.

### **Library Teams**

This year, we participated in the BOSUN, Web, Service Point Working Group, and Reference/Systems Libguide teams.

### **Campus Teams**

Ann participated in the campus Command Assessment Team. Greta participated in the Graduate Writing Center Instructional team.

### **Professional Outreach and Involvement**

Some of us are members of ALA, SLA and associated groups such as ACRL, RUSA, MLW, etc.

- We attended numerous webinars and other short trainings this year; these are not listed in this report but were especially important as we no longer have access to conferences and training that involves travel.

#### **Ann Jacobson:**

- Member, RefWorks Advisory Board
- Member, MOBAC Reference Committee

#### **Greta Marlatt:**

- Board Member, Military Libraries Division (SLA)
- Planning Chair, Military Libraries Training Workshop 2015
- Homeland Security Affairs Journal – Review Board

## Selected Kudos

Below are some examples of the kudos we received this year. Library staff can view lots more on Sharepoint.

*From a CS faculty member to her department liaison:*

Thanks, DKL is the best thing on campus!

*From a CRUSER faculty member after receiving an updated bibliography:*

This is exemplary work! Just what I've come to expect from the Dudley Knox Library. Thank you for your help with this, and look forward to working with you in 2014.

*From an OR faculty member after receiving information about some research-relevant documents from a reference librarian:*

Thank you so much! We so appreciate your work and the work by the other librarians there! DKL is a shining spot of excellence here at NPS!

*From an NSA student after his Book a Librarian appointment:*

Your guidance was extremely helpful and I hope to work with you again.

*From a GSBPP faculty member after receiving tenure:*

Thank you, Eleanor. I appreciate everything your group does to help our faculty and students. [Our librarian] was always available to provide much needed assistance to me when preparing my tenure packet.

*From GSBPP students after an introductory library session:*

- You had a lot of energy in your presentation. I enjoyed it. You have laid a great foundation for our time here at NPS. I actually found an article I'm very interested in right during your presentation! You've already had an impact.
- It is a comfort knowing that we have several personnel at the library that will jump through hoops to help you out.

## Appendix 1 - 2014 Research Assistance & Instruction Goals

Our stated goals for 2014 as documented in last year's Annual Report were:

In 2014 we (Glen and Ann, with Greta as available) intend to focus on the following:

- Continuing to provide and look for new opportunities to provide “face to face” (in-person and virtual) **instruction opportunities** in the library and in the departments/classroom
- Develop **additional “self-help” opportunities for our users** through continuing to build the searchable FAQ, creating, maintaining and enhancing research guides (LibGuides), recorded tutorials, pdf handouts, etc.
- Further examine and modify our **reference service model**, possibly as part of a larger library project to consolidate down to a single public service point
- Maintain and develop **outreach to academic departments**, focus on becoming known by and involved with our newly assigned areas due to staff departures
- Collaborate with Library Systems department to **move out of Rhythmyx and into LibGuides and the new LifeRay system**

## Appendix 2 – 2015 Research Assistance & Instruction Goals

In 2015 we (Glen and Ann, with Greta and other subject liaisons as available) intend to focus on the following:

- Continuing to provide and look for new opportunities to provide “face to face” (in-person and virtual) **instruction opportunities** in the library and in the departments/classroom
- Continuing to develop **additional “self-help” opportunities for our users** through building the searchable FAQ, creating, maintaining and enhancing research guides (LibGuides), recorded tutorials, pdf handouts, etc.
- With Access Services, monitoring, assessing and refining the library's new **single service point model**.
- Continuing our **outreach to and involvement with the academic departments**
- Collaborate with Library Systems to design, implement and train staff on the **new LibGuides and LibAnswers** platforms (both are pretty significant endeavors)
- Update handouts, slides and other outreach and instruction materials to reflect our new library website, planned for early CY 2015.
- Continue to work on developing and improving content on both LibGuides and the new LifeRay system.
- Identify and evaluate tools to help students and faculty with the research and citing process. RefWorks has become dated in some ways so we need to explore alternatives including Flow, Zotero, and possibly others, and come up with a plan for introducing and (possibly) supporting them.



# FISCAL YEAR 2014 END-OF-YEAR REPORT

## CONTROLLED ACCESS CATALOG

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The Controlled Access Catalog -- the digital collection that provides NPS with access to internally produced unclassified, restricted theses and faculty reports -- continues to be a very important tool for RRS, both in terms of providing a window into an area of NPS publication, and as a means of sharing those publications efficiently with our community. In addition to giving our registered users 24/7 remote access to these resources, the Catalog has also reduced RRS staff workload by simplifying the business process we use to grant access to restricted resources.

Currently the site boasts information on NPS documents published between January 2001 and September 2014. The software on which the Catalog is built (SharePoint) does not provide usage statistics, but there are 193 registered users, with new users being added regularly

Built in-house using SharePoint and intended to serve as a counterpart to the publicly accessible online catalog, the Controlled Access Catalog was envisioned as a discovery and document delivery tool for unclassified restricted NPS documents for the use of the NPS community. Through the Controlled Access Catalog registered users can access unclassified limited distribution NPS theses and reports at their desktop, and remotely via VPN. The project makes use of NPS's enterprise SharePoint solution, dramatically reducing implementation costs and maintenance for the Library, as well as providing us with experience of SharePoint as a possible platform for similar future efforts.

## RESTRICTED DOCUMENT POC

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Providing NPS with a point of contact for document life-cycle management issues, in particular those of a restricted and classified nature, continues to be a stated need within the NPS community, and an important contribution the

Library makes to the School. Every quarter more people come to us for help with understanding distribution statements, and seeking examples of how others have dealt with issues of restricting and safeguarding information. We engage with students, staff and faculty in these discussions to provide all of the NPS community with a shared, deeper grasp of how to leverage the distribution limitation process for the benefit of our researchers and their intended audiences.

## **WEEDING AND SHIFTING OF RRS COLLECTION**

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A couple of years ago RRS began to shift and weed the restricted portion of the DKL collection. There were two main goals to this effort: to take better care of the physical condition of the items in the collection and to create additional storage space in our vault. We continue the weeding efforts this year, primarily with our very large collection of microfiche, having weeded well over two hundred thousand items this year.

This year DKL began to enjoy the fruits of those efforts. As part of overall physical shifting of collections, and in support of the Digital Archives initiatives, RRS became the home of DKL's NPS technical report collection. We currently also house a couple of hundred archival boxes containing part of our thesis collection, and have begun to prepare the area for receipt of over 16,000 additional thesis volumes for semi-permanent retention. Not only are we well on the way to solidifying our archival collection goals, but, by freeing up space in high value locations in the building, are also helping to enhance our patrons' library experience with additional, much sought after, collaborative spaces.

## **COMMITTEE WORK**

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RRS continues to participate in internal DKL committees as well as external committees with broader NPS attendance. RRS staff participates in the work of the Classified Computing Committee, where the Library is a recognized player both for our interest in classified computing in general, as well as our service attitude and close contact with students. RRS staff is, for example, instrumental in all efforts for making NPS products available to users of classified networks. Additionally, at the end of the year the Restricted Resources Librarian joined the DTIC User's Council, giving DKL the opportunity in the coming year to have a greater voice within the DTIC community, a resource we heavily use.

## THE YEAR IN NUMBERS

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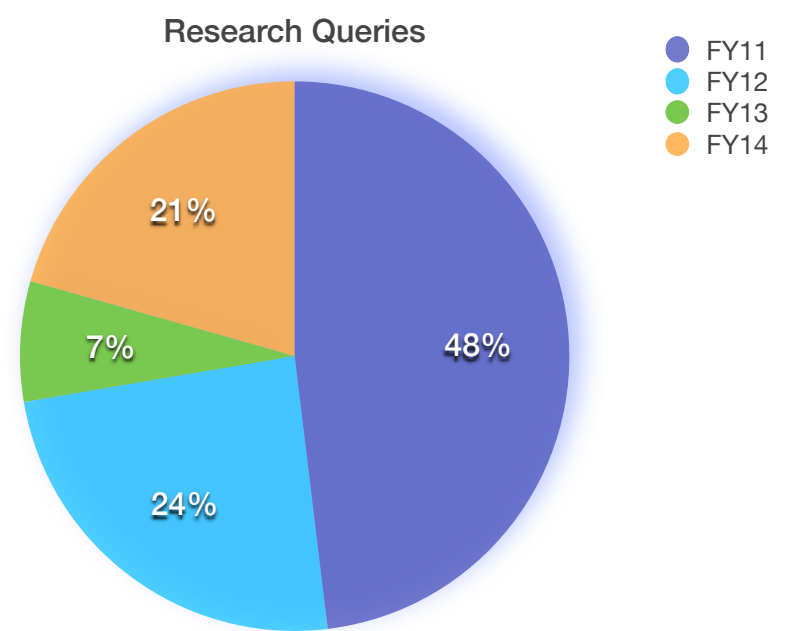
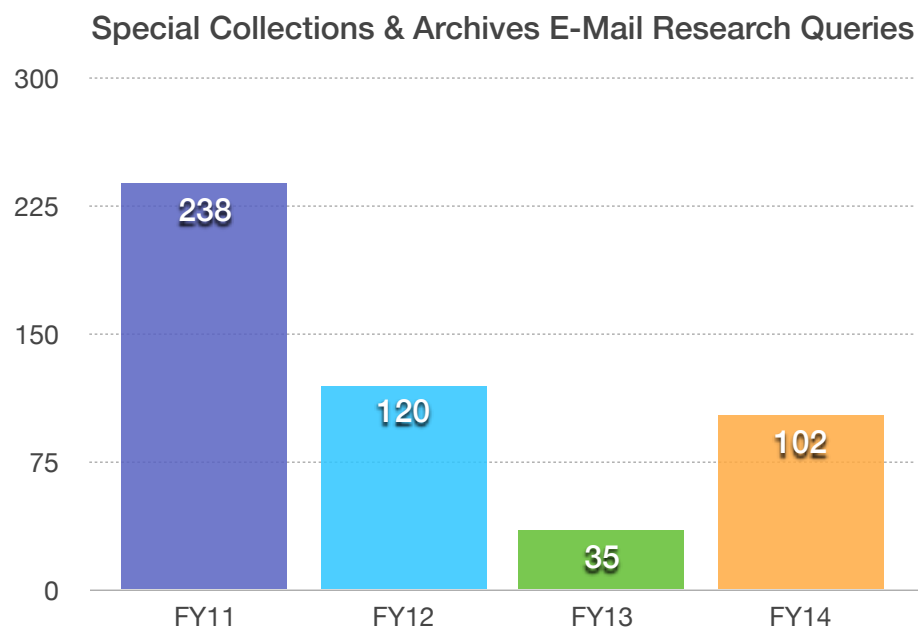
38,199	# of volumes in the collection
32,562	# of titles in the collection
213,260	# of fiche items destroyed
382	# of patrons assisted
93	# of reference questions
155	# of new NPS documents added to the collection

**Special Collections & Archives  
Dudley Knox Library  
METRICS**

Since the establishment of the archives, researchers have relied more on e-mail queries than in-person visits to the reading room. For those who conducted their research in the reading room in FY14, the length of time spent in the archives ranged from five hours for the shortest visit to more than 40 hours for the longest project.

Special Collections & Archives E-mail Research Queries

FISCAL YEAR	RESEARCH QUERIES
FY11	238
FY12	120
FY13	35
FY14	102



**ACRL DATA**

Special Collections & Archives developed historical content for a Naval Postgraduate School welcome center, which opened June 26, 2014. During the last three months of FY14 (July-September), more than 400 visitors signed a welcome center guest log.

Special Collections & Archives

ACTIVITY	FY12	FY13	FY14
Research Queries	120	35	102
Consultations	N/A	19	37
Programs	19	11	10
Program Participation	574	191	98
Welcome Center	N/A	N/A	408

**Systems**

December 5

**2014**

DKL Annual  
Report





# Library Web Presence

<https://wiki.nps.edu/display/libweb/WWG+Home>



## Content Strategy & Style Guide

The Web Working Group (WWG) published two cornerstone, working documents for staff that will guide us in the process of creating, developing, and maintaining excellent Web content. These documents are the first of their kind for DKL. The *Content Strategy* establishes a cohesive, overarching plan for the library's Web presence, while the *Style Guide* encompasses Writing for the Web guidelines and best practices.

The WWG formulated roles, workflows, and new policies for Web Content Owners. All decisions were made as a group and then approved by library management. The new guidelines and procedures ensure user-centric, usable, integrated, seamless, and more sustainable Web content for the library.



## Before & After Seamless Integration

The WWG implemented numerous look & feel changes to our current Web presence to improve usability. From changes in colors, fonts, and icons, to implementing writing for the Web best practices, our Web content is vastly improved and ready for its debut in our new Content Management System (CMS), Liferay. Our new site is scheduled to launch in December 2014. Interface look & feel updates:

- <https://wiki.nps.edu/pages/viewpage.action?pageId=332169369>

The WWG created an identifying header and navigational footer. We learned how to customize each library application, and consistently applied this piece of Web identity to the catalogs, ILLiad, SFX, etc. Although the library is a portal site to many different resources, users will sense that they're still on the library's site even when they jump from application to application.

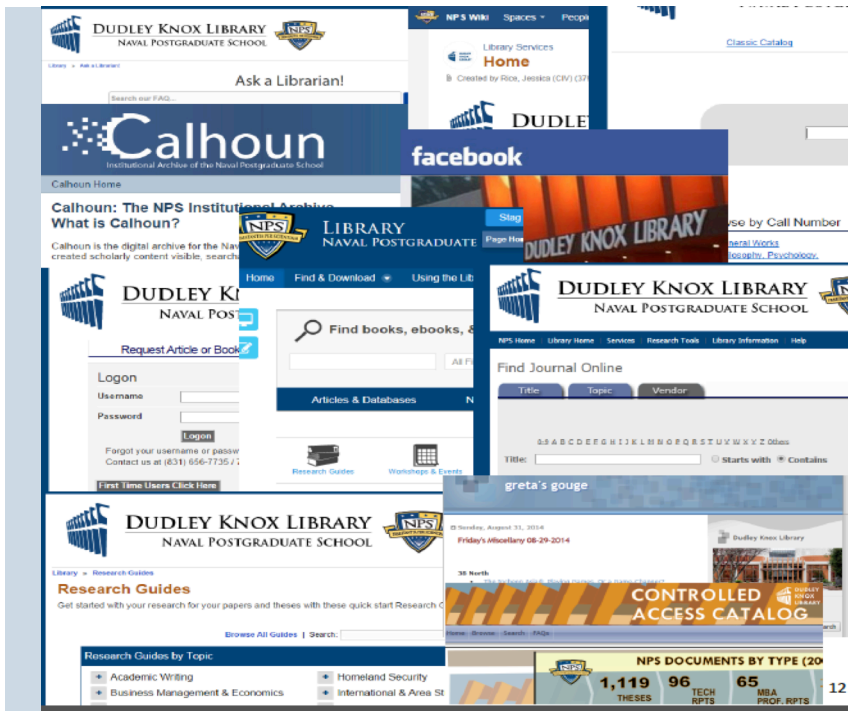
**Karen Kerno**  
**Kathy Norton**  
WWG Co-chairs

- *Content Strategy*
- *Style Guide*
- *Human Subjects Research*
- *Before & After*
- *Liferay Prototype*
- *Small Changes*

**“Good designers  
redesign, great  
designers realign.”**

## Human Subjects Research

In May 2014 the NPS IRB Chair and the NPS President approved the WWG's Institutional Review Board (IRB) Research application package. This application included numerous forms, signed and approved by campus leadership, and completion of CITI Ethics Training by all members of the WWG research team. The research protocol describes in detail the design, processes, and procedures of our Web Realignment project that involve human subjects, specifically, our usability testing and user research.



## Before



## After



## Small & Not So Small Changes

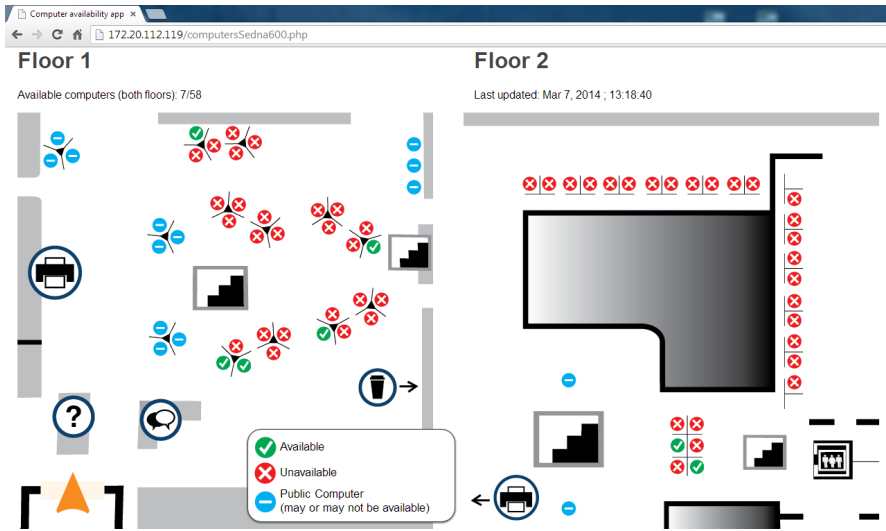
One of the key messages that we, the library, want to communicate is responsiveness. The WWG implemented a small change to the current website as a result of direct user feedback. We incorporated a My Accounts link on the homepage and on all library applications. Now users have one-click access to their library accounts, and because of the landing page we designed, they also recognize that they have different types of accounts including ILL, a fact that was often confusing to users.

The WWG collaborated with the Reference Team to move our research databases and our research guides system to the LibGuides platform – a not so small change. Both systems needed to be moved off the Rhythmyx CMS before the new website launch. This migration involved a careful, in depth review, analysis, and reorganization of both systems. The categories were disparate before, but now they are more synced and integrated with each other. We also incorporated identifying graphics into the research guides, and rewrote most of the database descriptions to be more meaningful to users.

## Liferay Prototype Development & Testing

Many months of user research and exploration of the literature resulted in a new, sensible information architecture (organization, navigation, labeling) that we continued to test and refine. The WWG conducted usability tests of the prototype (created in the Liferay CMS) with new and current students. These tests included the same tasks that we gave in usability tests of our current (Rhythmyx) site in FY13. We used and will use the process of collaborative analysis and interpretation of the test results to inform and shape all current and future design decisions.

Our new website is complete, and pages were sent to Content Owners for review in September. We are finalizing pages for soft launch of the new site on December 1, 2014.



## Computer Availability App

We built and customized a new computer availability application from an open source code package.

The Web interface works with a collection of PHP and CSS files, all communicating with the server's MySQL database. Multiple displays were created to accommodate plasma, desktop, and mobile screen sizes.

## Availability Map Graphics

We edited the library's current floor maps of the first and second floors for the availability map. Using Adobe Illustrator, these maps were cropped, recolored, and new graphics and labels were added. We created circular icons to denote whether the computer on the map is available (green, with a check-mark), unavailable (red, with an "x"), or unknown (blue, with a horizontal line). Utilizing color and symbols in these icons allows for usability and accessibility of the map. Graphics were also created to denote specific "landmarks" in the library (e.g., printers, Information Desk, Ask a Librarian, Starbucks). We created a legend to explain all the graphics on the page.

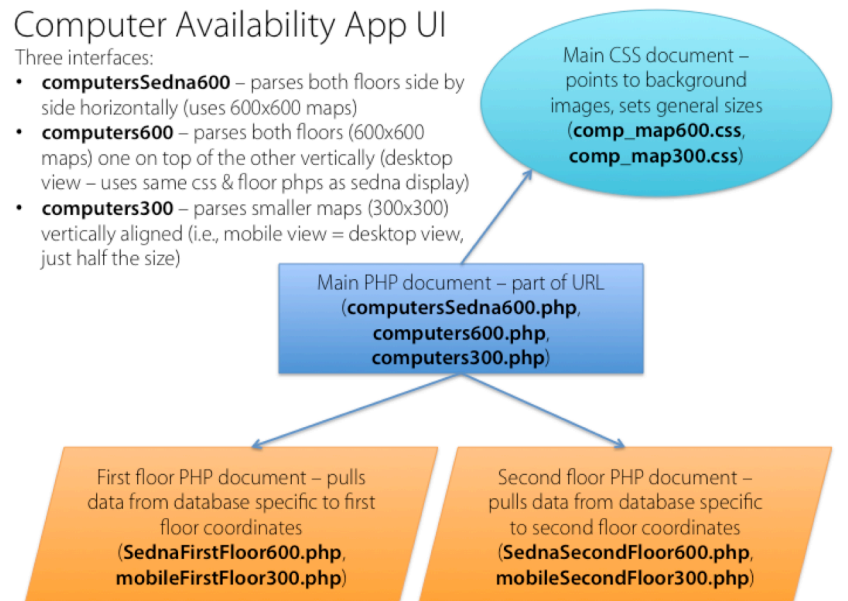


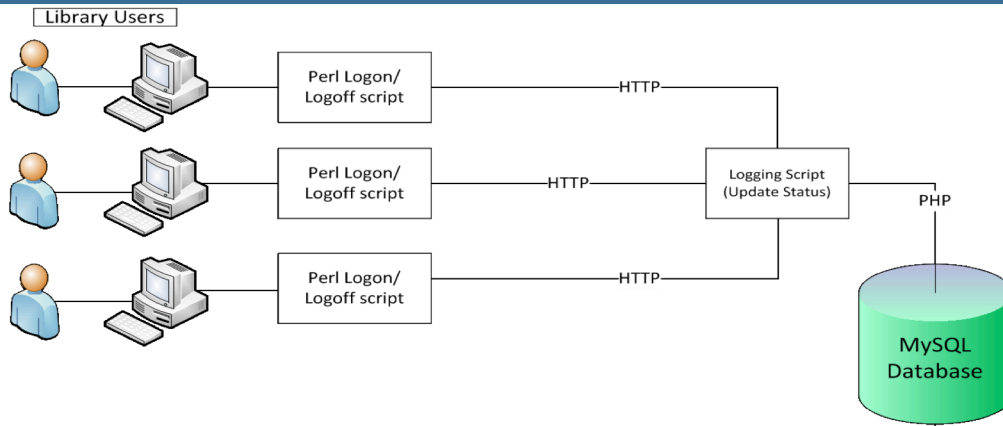
After all graphics were created, we mapped the coordinates of all computers in the library. These (x,y) coordinates live in the server's MySQL database, and relate to specific computer names. This way when the PowerShell script runs, it updates on the map where the computer is located on the floor.

## Computer Availability App UI

Three interfaces:

- **computersSedna600** – parses both floors side by side horizontally (uses 600x600 maps)
- **computers600** – parses both floors (600x600 maps) one on top of the other vertically (desktop view – uses same css & floor phps as sedna display)
- **computers300** – parses smaller maps (300x300) vertically aligned (i.e., mobile view = desktop view, just half the size)





## Sergio Topete

### BOSUN Working Group Chair

#### Illiad Upgrade 8.3 to 8.5

- Enhancements to request tracking and notification
- Provide real-time tracking of items received and ready for pickup
- Improve the appearance of OCLC special messages, displaying them in the same window as active requests without changing the transaction status
- Allow staff members to create their own flags for requests with special circumstances without changing the transaction status
- Use newer status terms, such as "considering" or "submitting"
- Allow lenders to change request types from loan to copy or copy to loan

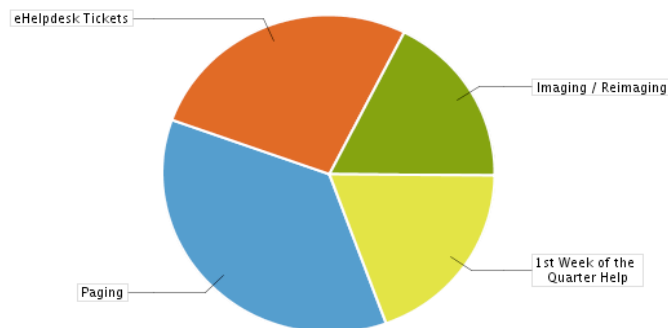
#### SirsiDynix Upgrade 3.4.1.3 to 3.4.1.5

- Email checkout receipt feature enhanced with options for requesting an email address
- E-Library Bookmark this page enhanced security
- RDA compatibility

## Computer Availability App Scripts

One of the requirements for the computer availability map to work was to create a login/logout script. The open source package provided two Perl scripts (logon/logout); however, since our environment is Windows, we created our own script using the PowerShell scripting language. PowerShell is a native Windows scripting language. We used PowerShell so we didn't have to install a third party application to run these scripts. The script was configured as a Windows local group policy on each computer. The local group policy is configured to run when the user logs off, re-starts, or shuts down the computer. The script denotes whether computers are available or in-use by showing a value of 0 or 1, respectively. Whether the value is 0 or 1, the script will do a post request to a PHP file/script on the server. This PHP file then updates the column called "status" in the server's MySQL database. This database is used to update the Web-based computer availability map interface.

## Technology Troubleshooting



■ Paging (432 - 36%) ■ eHelpdesk Tickets (324 - 27%) ■ Imaging / Reimaging (212 - 18%)  
 ■ 1st Week of the Quarter Help (231 - 19%)

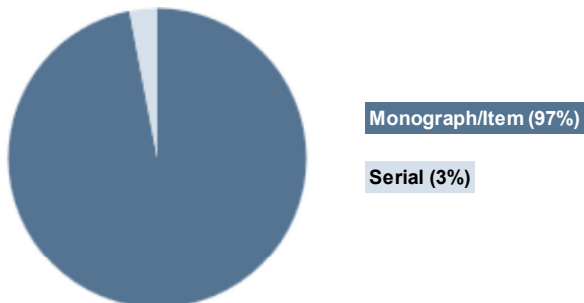
**Federal Library Bibliographic Record Analysis**  
**2014**

# Dudley Knox Library Naval Postgraduate School

<http://www.nps.edu/library/>

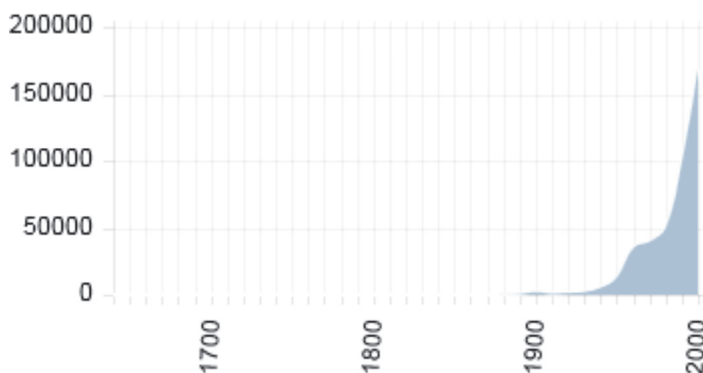
Dudley Knox Library contributes to learning, research and teaching -- anytime, anywhere -- through relevant and evolving collections, tools, services, and spaces designed to support NPS's relevant and unique advanced education and research programs, which increase the combat effectiveness of commissioned officers of the Naval Service to enhance the security of the United States.

## Bibliographic level as percent of total records

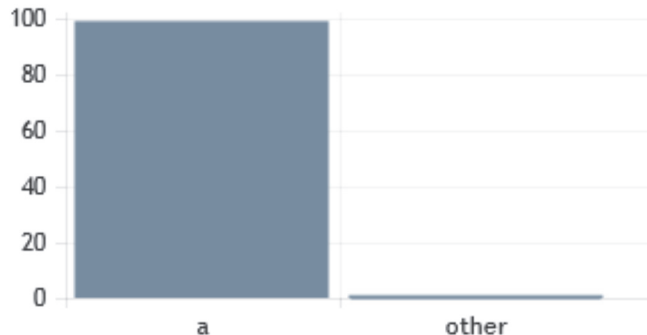


**480,095**  
total records

## Bibliographic records by date of publication



## Type of record as percent of total records



a = Language material (99%)  
other (1%)

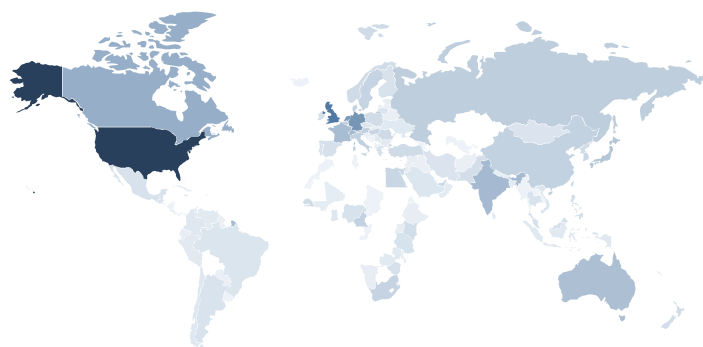
## Top 10 languages of publication

language	number of records
English	476,313
German	1,112
French	881
Spanish	542
Undetermined	376
Italian	129
Latin	111
Russian	108
Multiple languages	66
Dutch	58

## Ten most commonly occurring main titles

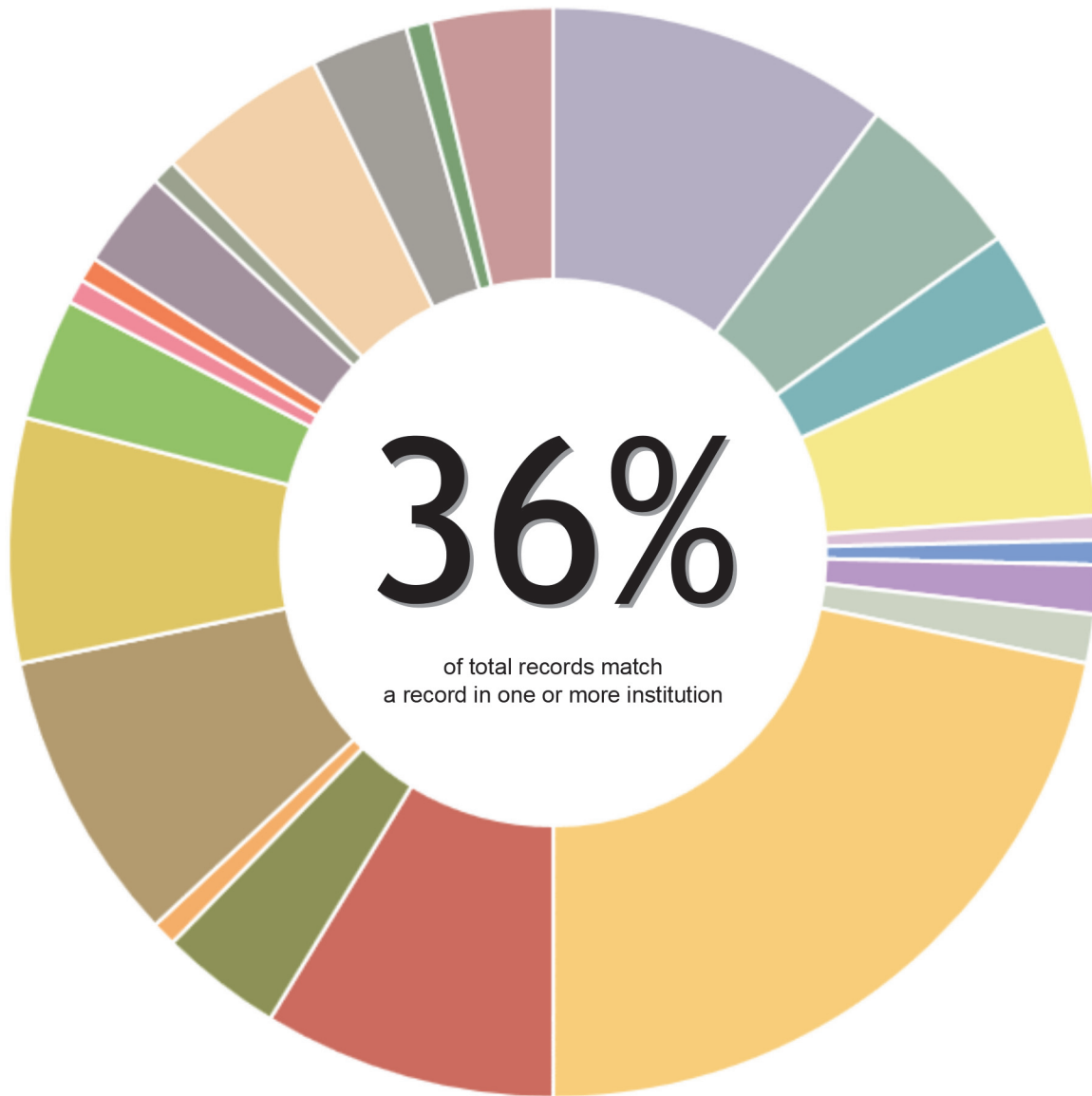
1. proceedings (838)
2. 1997 economic census (488)
3. homeland security (178)
4. defense acquisitions (149)
5. financial management (137)
6. information security (125)
7. information technology (109)
8. military personnel (100)
9. foreign assistance (91)
10. va health care (91)

## Country of publication



1 record 364,982 records

# Dudley Knox Library



**Percent of total bibliographic records matching, by institution**

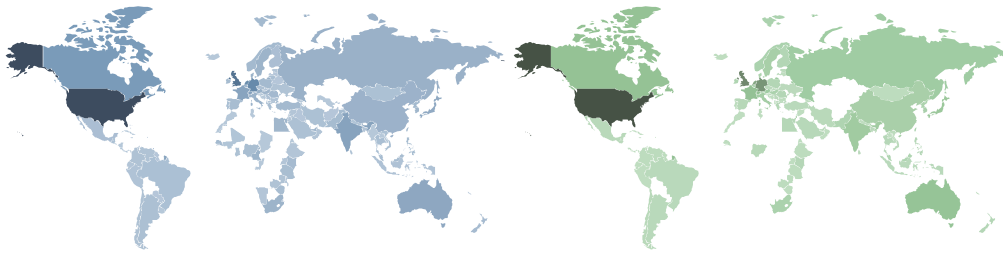
USAFA 14.35%	USEPA 0.77%	USGSL 1.58%	USNCI 0.09%	USNLM 0.95%	USUSU 0.50%
USAFB 0.19%	USFDA 0.53%	USLOC 30.36%	USNDD 9.74%	USNOA 3.69%	USWHS 5.00%
USAIR 7.21%	USFHA 0.07%	USMAL 11.55%	USNDN 4.58%	USNTL 0.72%	
USARL 4.37%	USFSL 0.29%	USMCU 4.81%	USNFS 0.08%	USNWC 7.30%	
USCGA 7.97%	USGCM 2.02%	USNAV 11.83%	USNIH 1.16%	USSIL 3.59%	

# All Years

## Country of publication

All records

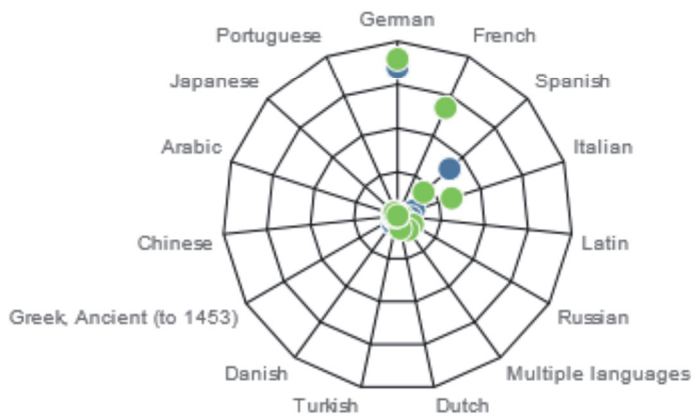
Overlap records



1 record 364,982 records

1 record 132,210 records

## Language of publication (chart excludes English and Undetermined)



### All | Overlap records

English (476,313 | 171,630)  
Undetermined (376 | 40)

German (1,112 | 258)  
French (881 | 194)  
Spanish (542 | 56)  
Italian (129 | 96)  
Latin (111 | 6)  
Russian (108 | 27)  
Multiple languages (66 | 29)  
Dutch (58 | 18)  
Turkish (58 | 2)  
Danish (56 | 3)  
Greek, Ancient (to 1453) (41 | 3)  
Chinese (35 | 6)  
Arabic (33 | 5)  
Japanese (29 | 9)  
Portuguese (26 | 3)

## Frequently occurring subject terms

All records

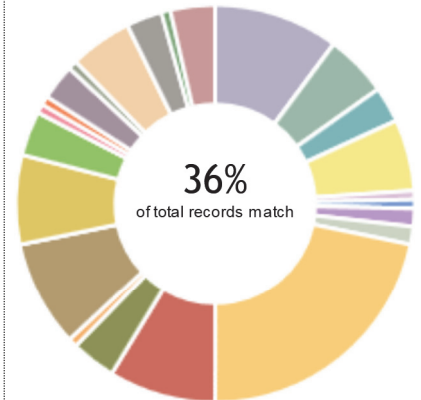
subject term	records
united states	110,881
history	34,885
congresses	33,171
politics and government	16,371
law and legislation	13,279
foreign relations	11,401
20th century	10,725
management	10,235
periodicals	9,612
government policy	8,885
biography	7,876
research	7,179
prevention	7,071
finance	7,000
great britain	6,563
economic conditions	6,443
armed forces	6,421
economic aspects	6,315
world war, 1939-1945	5,877
mathematical models	5,688

Overlap records

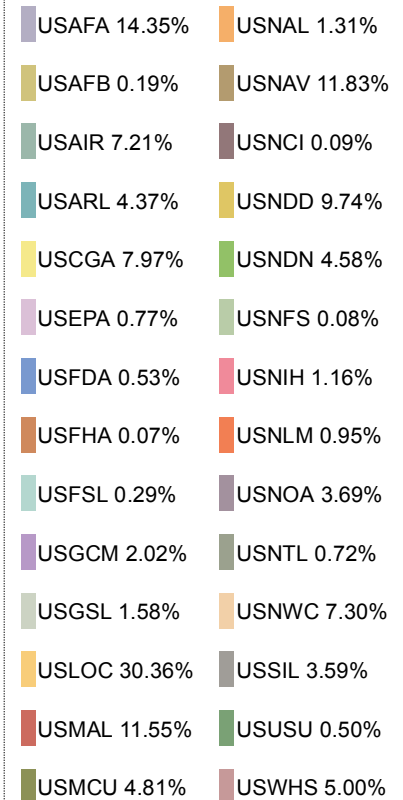
subject term	records
united states	40,302
congresses	17,584
history	12,537
politics and government	9,009
periodicals	7,204
foreign relations	6,688
law and legislation	4,952
20th century	3,618
world war, 1939-1945	3,470
soviet union	3,212
economic conditions	2,930
management	2,857
biography	2,814
armed forces	2,705
government policy	2,692
data processing	2,557
china	2,470
military policy	2,263
finance	2,243
prevention	2,235

480,095

total records



### Percent of total bibliographic records matching, by institution





# 19th Century

## Country of publication

All records

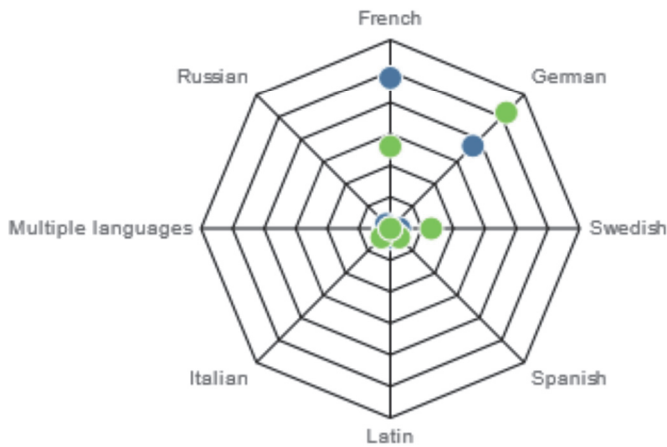
Overlap records



1 record 110 records

1 record 110 records

## Language of publication (chart excludes English and Undetermined)

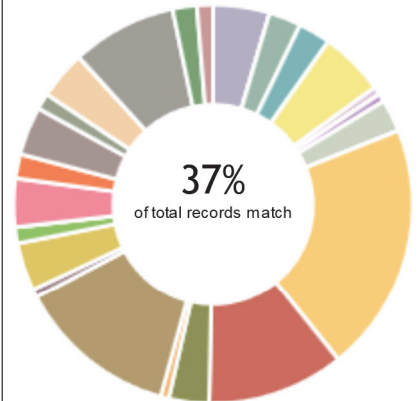


### All | Overlap records

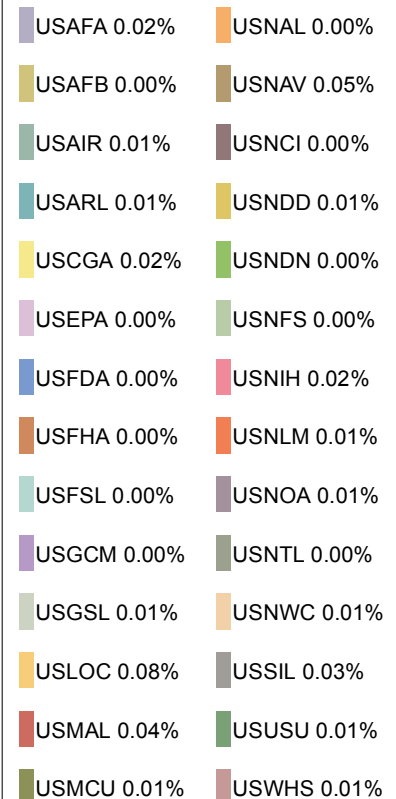
English (1,127 | 433)  
Undetermined (1 | 1)

French (49 | 6)  
German (38 | 12)  
Swedish (3 | 3)  
Spanish (3 | 1)  
Latin (3 | 0)  
Italian (2 | 1)  
Multiple languages (2 | 0)  
Russian (2 | 0)

1,230  
total records



### Percent of total bibliographic records matching, by institution



## Frequently occurring subject terms

All records

Overlap records

topic	records
history	210
united states	197
periodicals	168
civil war, 1861-1865	88
great britain	71
history, naval	49
mathematics	36
description and travel	35
naval operations	33
naval operations	29
biography	24
politics and government	19
campaigns	18
science	18
naval art and science	17
fiction	15
ordnance, naval	15
revolution, 1775-1783	15
war of 1812	15
19th century	14

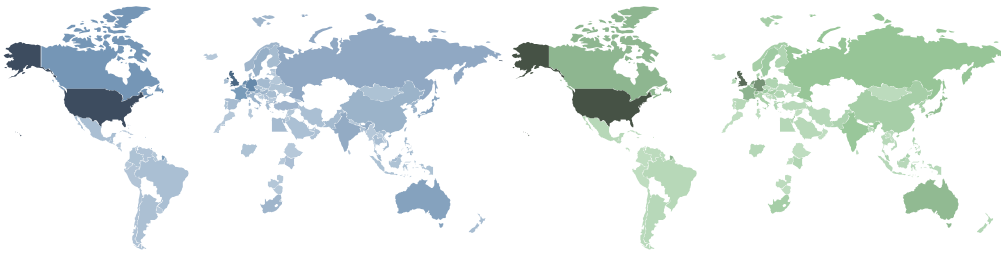
topic	records
periodicals	141
history	77
united states	75
civil war, 1861-1865	30
great britain	26
mathematics	21
history, naval	18
naval operations	18
science	15
description and travel	13
campaigns	12
biography	10
war of 1812	10
biography	8
economics	8
social sciences	8
voyages around the world	8
france	7
naval architecture	7
naval art and science	7

## 20th Century

### Country of publication

All records

Overlap records

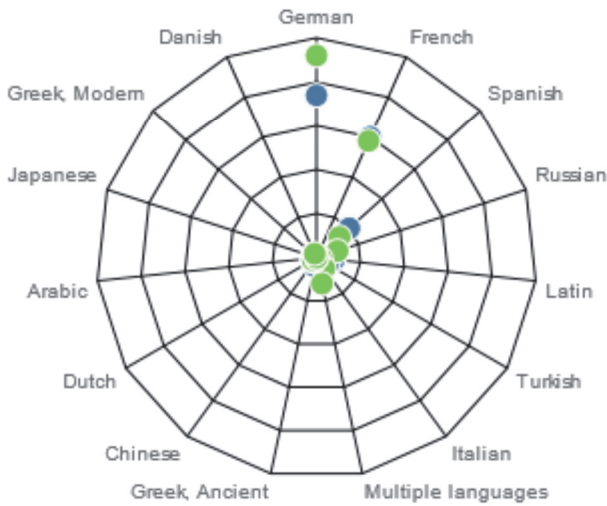


1 record 83,820 records

1 record 31,514 records

### Language of publication

(chart excludes English and Undetermined)



#### All | Overlap records

English (246,126 | 116,248)  
Undetermined (77 | 15)

German (681 | 225)  
French (557 | 141)  
Spanish (190 | 34)  
Russian (90 | 23)  
Latin (78 | 3)  
Turkish (49 | 2)  
Italian (40 | 14)  
Multiple languages (35 | 28)  
Greek, Ancient (30 | 2)  
Chinese (21 | 5)  
Dutch (14 | 5)  
Arabic (14 | 2)  
Japanese (12 | 2)  
Greek, Modern (10 | 0)  
Danish (8 | 3)

### Frequently occurring subject terms

All records

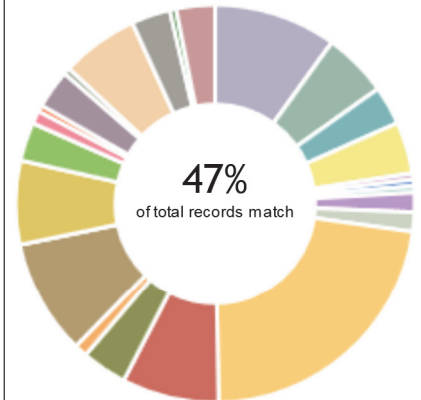
Overlap records

subject term	records
united states	49,511
congresses	18,055
history	15,319
politics and government	9,426
periodicals	8,319
foreign relations	6,863
management	4,970
world war, 1939-1945	4,271
soviet union	4,068
20th century	3,826
armed forces	3,643
law and legislation	3,487
economic conditions	3,209
great britain	3,123
research	3,056
biography	2,991
mathematical models	2,796
statistics	2,793
data processing	2,505
handbooks, manuals, etc	2,498

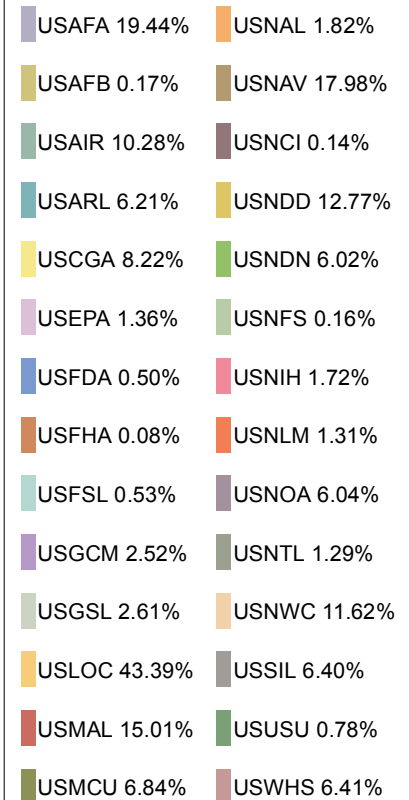
subject term	records
united states	25,078
congresses	10,489
history	9,407
politics and government	6,950
periodicals	6,302
foreign relations	4,961
soviet union	2,992
world war, 1939-1945	2,710
20th century	2,453
economic conditions	2,227
biography	2,014
1945-	2,011
law and legislation	1,924
china	1,753
armed forces	1,750
great britain	1,711
data processing	1,545
military policy	1,487
europe	1,435
economic policy	1,433

248,089

total records

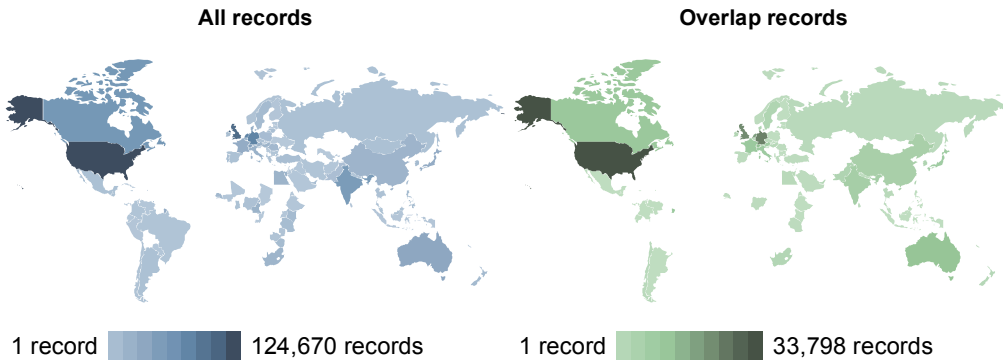


#### Percent of total bibliographic records matching, by institution

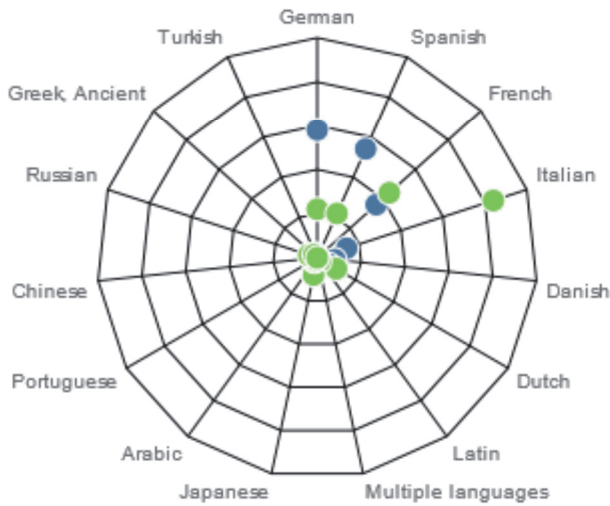


# 21st Century - the first decade

## Country of publication



## Language of publication (chart excludes English and Undetermined)



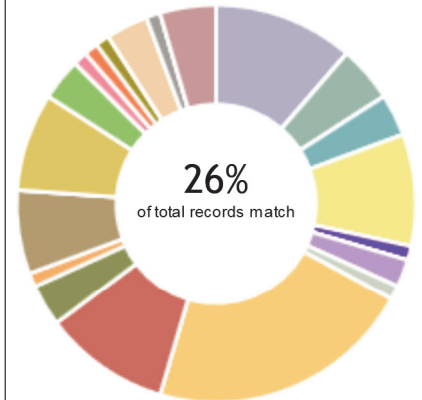
## Frequently occurring subject terms

All records	
subject term	records
united states	48,173
history	16,152
congresses	13,495
law and legislation	7,485
politics and government	5,803
20th century	5,799
government policy	5,023
prevention	4,816
management	4,155
biography	4,064
finance	3,917
history and criticism	3,744
economic aspects	3,741
foreign relations	3,727
social aspects	3,357
research	3,314
terrorism	3,161
econometric models	3,013
great britain	2,952
evaluation	2,855

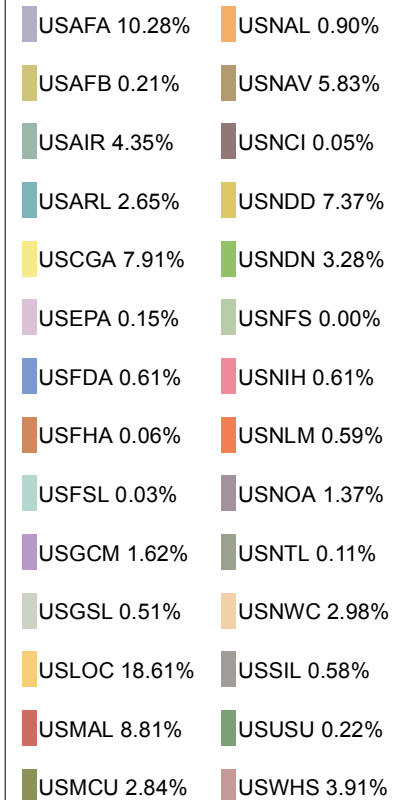
Overlap records	
subject term	records
united states	14,405
congresses	6,378
law and legislation	2,976
history	2,779
politics and government	1,849
prevention	1,674
foreign relations	1,569
government policy	1,547
management	1,402
terrorism	1,373
finance	1,303
national security	1,167
20th century	1,079
data processing	916
research	903
armed forces	868
handbooks, manuals, etc	864
mathematical models	853
economic aspects	825
security measures	813

191,125

total records

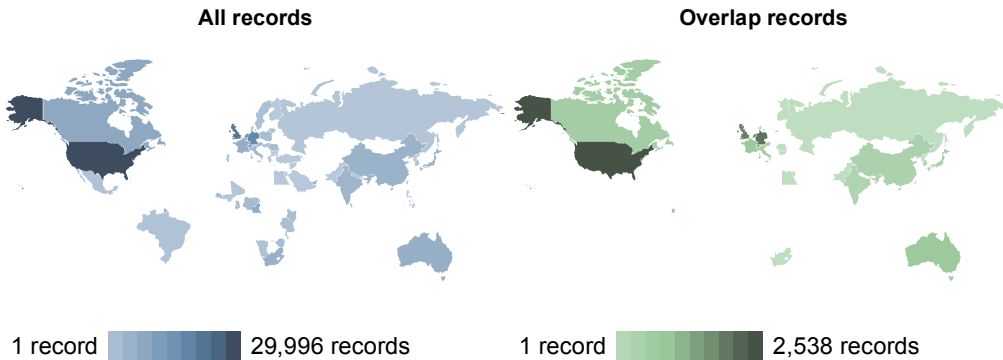


## Percent of total bibliographic records matching, by institution

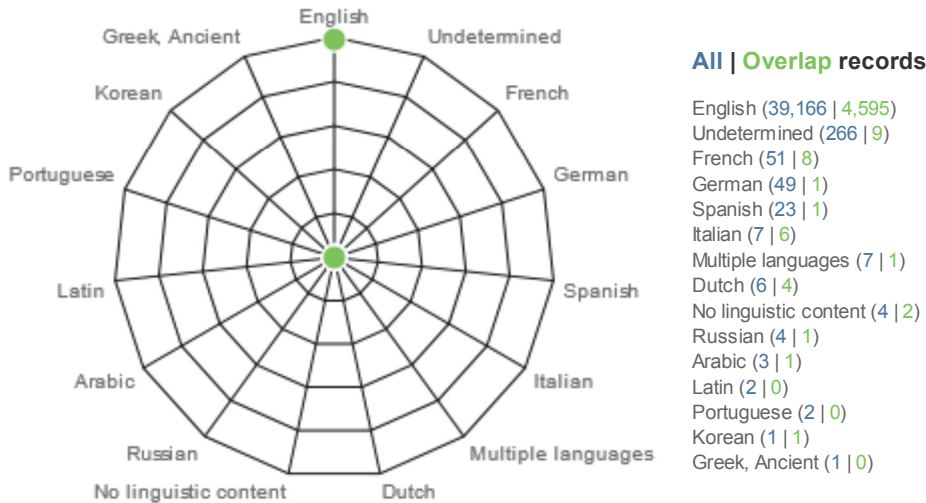


## Other (pre-1500, post-2010, or insufficient information)

### Country of publication



### Language of publication

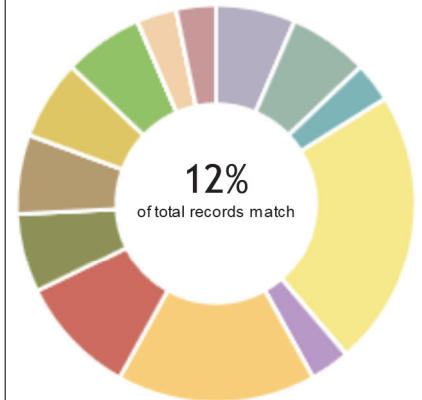


### Frequently occurring subject terms

All records		Overlap records	
subject term	records	subject term	records
united states	13,001	united states	743
history	3,194	congresses	714
law and legislation	2,307	history	272
econometric models	2,012	politics and government	206
government policy	1,926	management	163
congresses	1,615	foreign relations	155
prevention	1,388	prevention	133
finance	1,362	21st century	126
economic aspects	1,219	terrorism	122
politics and government	1,121	handbooks, manuals, etc	113
management	1,109	computer networks	110
20th century	1,100	mathematics	107
evaluation	847	national security	100
social aspects	826	security measures	100
research	809	engineering	97
foreign relations	800	data processing	96
biography	795	social aspects	93
history and criticism	770	government policy	88
21st century	616	mathematical models	87
china	602	20th century	86

39,651

total records



Percent of total bibliographic records matching, by institution

USAFA	2.30%	USNAL	0.14%
USAFB	0.23%	USNAV	2.09%
USAIR	1.90%	USNCI	0.01%
USARL	1.24%	USNDD	2.29%
USCGA	6.63%	USNDN	1.91%
USEPA	0.03%	USNFS	0.00%
USFDA	0.38%	USNIH	0.16%
USFHA	0.01%	USNLM	0.33%
USFSL	0.02%	USNOA	0.14%
USGCM	0.83%	USNTL	0.06%
USGSL	0.23%	USNWC	1.14%
USLOC	5.40%	USSIL	0.18%
USMAL	2.98%	USUSU	0.05%
USMCU	1.59%	USWHS	1.50%

# Dudley Knox Library

## Top 100 Library of Congress and National Library of Medicine Classifications\*\*

{ Library of Congress/National Library of Medicine Classification and description (number of records mapped to classification) }

- |  |   |  |
|--|---|--|
| 1. <b>KF United States</b> (29,861)  | <b>machinery</b> (3,573)  | <b>administration (Europe)</b> (1,366)   |
| 2. <b>QA Mathematics</b> (27,856)  | 34. <b>JX International law, see JZ and KZ (obsolete)</b> (3,109)                   | 68. <b>QL Zoology</b> (1,326)  |
| 3. <b>TK Electrical engineering. Electronics. Nuclear engineering</b> (14,560)                                 | 35. <b>HQ The family. Marriage. Women</b> (2,995)                                   | 69. <b>C Auxiliary Sciences of History (General)</b> (1,269)   |
| 4. <b>QC Physics</b> (13,501)  | 36. <b>RA Public aspects of medicine</b> (2,974)                                    | 70. <b>GC Oceanography</b> (1,236)   |
| 5. <b>HD Industries. Land use. Labor</b> (13,235)  | 37. <b>QH Natural history Biology</b> (2,942)                                       | 71. <b>HT Communities. Classes. Races</b> (1,186)  |
| 6. <b>TA Engineering Civil engineering (General).</b> (10,505)   | 38. <b>HM Sociology (General)</b> (2,660)   | 72. <b>JF Political institutions and public administration</b> (1,122)   |
| 7. <b>DS Asia</b> (10,123)   | 39. <b>UG Military engineering. Air forces</b> (2,564)                              | 73. <b>JQ Political institutions and public administration (Asia, Africa, Australia, Pacific Area, etc.)</b> (1,117) |
| 8. <b>HB Economic theory. Demography</b> (9,783)   | 40. <b>BF Psychology</b> (2,562)  | 74. <b>BS The Bible</b> (1,072)  |
| 9. <b>E American History</b> (9,467)   | 41. <b>R Medicine (General)</b> (2,453)   | 75. <b>HX Socialism. Communism. Anarchism</b> (1,009)  |
| 10. <b>D History (General)</b> (7,539)   | 42. <b>CT Biography</b> (2,378)   | 76. <b>GN Anthropology</b> (994)   |
| 11. <b>TL Motor vehicles. Aeronautics. Astronautics</b> (7,397)  | 43. <b>TS Manufacturing engineering. Mass production</b> (2,351)                    | 77. <b>BX Christian Denominations</b> (990)  |
| 12. <b>H Social sciences (General)</b> (7,132)   | 44. <b>JC Political theory</b> (2,340)  | 78. <b>PQ French literature Italian literature Spanish literature Portuguese literature</b> (981)                    |
| 13. <b>HV Social pathology. Social and public welfare. Criminology</b> (6,158)                                 | 45. <b>TP Chemical technology</b> (2,338)   | 79. <b>VA Navies: Organization, distribution, naval situation</b> (961)  |
| 14. <b>HF Commerce</b> (5,392)   | 46. <b>DT Africa</b> (2,218)  | 80. <b>BR Christianity</b> (931)   |
| 15. <b>HC Economic history and conditions</b> (5,099)  | 47. <b>DK Russia. Soviet Union. Former Soviet Republics Poland</b> (2,078)          | 81. <b>VM Naval architecture. Shipbuilding. Marine engineering</b> (919)   |
| 16. <b>F Local History of the United States and British, Dutch, French, and Latin America</b> (4,891)          | 48. <b>K Law in general. Comparative and uniform law. Jurisprudence</b> (2,047)     | 82. <b>BP Islam. Bahaim. Theosophy, etc.</b> (914)   |
| 17. <b>UA Armies: Organization, distribution, military situation</b> (4,881)                                   | 49. <b>TD Environmental technology. Sanitary engineering</b> (2,024)                | 83. <b>N Visual arts</b> (912)   |
| 18. <b>HG Finance</b> (4,452)  | 50. <b>HJ Public finance</b> (1,944)  | 84. <b>PE English language</b> (905)   |
| 19. <b>PS American literature</b> (4,345)  | 51. <b>S Agriculture (General)</b> (1,922)  | 85. <b>DR Balkan Peninsula</b> (826)   |
| 20. <b>P Philology. Linguistics</b> (4,288)  | 52. <b>V Naval science (General)</b> (1,810)  | 86. <b>JA Political science (General)</b> (789)  |
| 21. <b>B Philosophy (General)</b> (4,252)  | 53. <b>W General Medicine. Health Professions</b> (1,780)                           | 87. <b>DD Germany</b> (782)  |
| 22. <b>Z Books (General). Writing. Paleography. Book industries and trade. Libraries. Bibliography</b> (4,097) | 54. <b>JZ International relations</b> (1,765)                                       | 88. <b>TH Building construction</b> (777)  |
| 23. <b>T Technology (General)</b> (4,067)  | 55. <b>QB Astronomy</b> (1,750)   | 89. <b>L Education (General)</b> (763)   |
| 24. <b>PN Literature (General)</b> (3,996)   | 56. <b>HN Social history and conditions. Social problems. Social reform</b> (1,735) | 90. <b>PA Greek language and literature. Latin language and literature</b> (723)                                     |
| 25. <b>RC Internal medicine</b> (3,973)  | 57. <b>LC Special aspects of education</b> (1,724)                                  | 91. <b>RJ Pediatrics</b> (721)   |
| 26. <b>LB Theory and practice of education</b> (3,959)   | 58. <b>TN Mining engineering. Metallurgy</b> (1,641)                                | 92. <b>PZ Fiction and juvenile belles lettres</b> (716)  |
| 27. <b>QD Chemistry</b> (3,837)  | 59. <b>DA Great Britain</b> (1,594)   | 93. <b>A General Works</b> (709)   |
| 28. <b>PR English literature</b> (3,805)   | 60. <b>UB Military administration</b> (1,592)                                       | 94. <b>GV Recreation. Leisure</b> (708)  |
| 29. <b>U Military science (General)</b> (3,794)  | 61. <b>QP Physiology</b> (1,545)  | 95. <b>UC Military maintenance and transportation</b> (706)  |
| 30. <b>JK Political institutions and public administration (United States)</b> (3,782)                         | 62. <b>HE Transportation and communications</b> (1,468)                             | 96. <b>DC France Andorra Monaco</b> (690)  |
| 31. <b>Q Science (General)</b> (3,735)   | 63. <b>ML Literature on music</b> (1,466)   | 97. <b>HA Statistics</b> (622)   |
| 32. <b>G Geography (General). Atlases. Maps</b> (3,579)  | 64. <b>M Music</b> (1,433)  | 98. <b>LA History of education</b> (610)   |
| 33. <b>TJ Mechanical engineering and</b>   | 65. <b>BL Religions. Mythology. Rationalism</b> (1,399)                             | 99. <b>VK Navigation. Merchant marine</b> (591)  |
|  | 66. <b>QE Geology</b> (1,385)   | 100. <b>BT Doctrinal Theology</b> (590)  |
|  | 67. <b>JN Political institutions and public</b>                                     |  |

\*\*The use of Library of Congress (LCC) and National Library of Medicine (NLMC) classifications for topical analysis is experimental and intended to demonstrate future potential for topical analysis. In addition to the MARC 050 and 060 fields, other, non-standard fields, which contained LCC and NLM numbers were also used.

# Dudley Knox Library

## Top 100 Dewey Decimal Classifications\*\*

{ Dewey Decimal Classification and description (number of records mapped to classification) }

- |   |  |   |
|---|--|---|
| 1. <b>621 Applied physics</b> (9,939)                                   | 36. <b>813 Fiction</b> (1,369)   | 69. <b>943 General history of Europe; Central Europe; Germany</b> (668)       |
| 2. <b>658 General management</b> (7,501)                                | 37. <b>331 Labor economics</b> (1,208)   | 70. <b>574 Not assigned or no longer used</b> (656)                           |
| 3. <b>327 International relations</b> (6,336)                           | 38. <b>371 School management; special education; alternative education</b> (1,180) | 71. <b>343 Military, tax, trade, industrial law</b> (634)                     |
| 4. <b>355 Military science</b> (6,156)                                  | 39. <b>623 Military &amp; nautical engineering</b> (1,170)                         | 72. <b>150 Psychology</b> (626)   |
| 5. <b>338 Production</b> (4,633)  | 40. <b>025 Library operations</b> (1,167)  | 73. <b>811 Poetry</b> (621)   |
| 6. <b>620 Engineering &amp; Applied operations</b> (4,021)              | 41. <b>959 General history of Asia; Southeast Asia</b> (1,156)                     | 74. <b>660 Chemical engineering</b> (607)                                     |
| 7. <b>005 Computer programming, programs &amp; data</b> (3,958)         | 42. <b>539 Modern physics</b> (1,123)  | 75. <b>909 World history</b> (605)  |
| 8. <b>940 General history of Europe</b> (3,815)                         | 43. <b>378 Higher education</b> (1,120)  | 76. <b>547 Organic chemistry</b> (597)  |
| 9. <b>629 Other branches of engineering</b> (3,633)                     | 44. <b>791 Public performances</b> (1,112)   | 77. <b>972 General history of North America; Middle America; Mexico</b> (595) |
| 10. <b>320 Political science</b> (3,548)                                | 45. <b>302 Social interaction</b> (1,090)  | 78. <b>003 Systems</b> (592)  |
| 11. <b>363 Other social problems &amp; services</b> (3,308)             | 46. <b>364 Criminology</b> (1,065)   | 79. <b>346 Private law</b> (592)  |
| 12. <b>519 Probabilities &amp; applied mathematics</b> (2,875)          | 47. <b>624 Civil engineering</b> (1,007)   | 80. <b>523 Specific celestial bodies &amp; phenomena</b> (585)                |
| 13. <b>973 General history of North America; United States</b> (2,866)  | 48. <b>323 Civil &amp; political rights</b> (983)                                  | 81. <b>516 Geometry</b> (584)   |
| 14. <b>305 Social groups</b> (2,846)                                    | 49. <b>951 General history of Asia; China &amp; adjacent areas</b> (970)           | 82. <b>612 Human physiology</b> (570)   |
| 15. <b>551 Geology, hydrology, meteorology</b> (2,630)                  | 50. <b>947 General history of Europe; Eastern Europe; Russia</b> (961)             | 83. <b>307 Communities</b> (567)  |
| 16. <b>616 Diseases</b> (2,625)   | 51. <b>511 General principles</b> (955)  | 84. <b>337 International economics</b> (567)                                  |
| 17. <b>004 Data processing &amp; computer science</b> (2,474)           | 52. <b>370 Education</b> (928)   | 85. <b>304 Factors affecting social behavior</b> (551)                        |
| 18. <b>006 Special computer methods</b> (2,460)                         | 53. <b>347 Civil procedure &amp; courts</b> (875)                                  | 86. <b>361 General social problems</b> (541)                                  |
| 19. <b>306 Culture &amp; institutions</b> (2,459)                       | 54. <b>541 Physical &amp; theoretical chemistry</b> (859)                          | 87. <b>531 Classical mechanics; Solid mechanics</b> (541)                     |
| 20. <b>330 Economics</b> (2,344)  | 55. <b>016 Bibliographies of works on specific subjects</b> (843)                  | 88. <b>618 Gynecology &amp; other medical specialties</b> (540)               |
| 21. <b>332 Financial economics</b> (2,327)                              | 56. <b>324 The political process</b> (841)   | 89. <b>535 Light &amp; parafotic phenomena</b> (538)                          |
| 22. <b>362 Social welfare problems &amp; services</b> (2,300)           | 57. <b>342 Constitutional &amp; administrative law</b> (836)                       | 90. <b>335 Socialism &amp; related systems</b> (536)                          |
| 23. <b>530 Physics</b> (2,163)  | 58. <b>628 Sanitary &amp; municipal engineering</b> (812)                          | 91. <b>415 Structural systems (Grammar)</b> (519)                             |
| 24. <b>301 Sociology &amp; anthropology</b> (2,014)                     | 59. <b>610 Medical sciences; Medicine</b> (795)                                    | 92. <b>321 Systems of governments &amp; states</b> (498)                      |
| 25. <b>001 Knowledge</b> (1,960)  | 60. <b>808 Rhetoric &amp; collections of literature</b> (741)                      | 93. <b>681 Precision instruments &amp; other devices</b> (493)                |
| 26. <b>515 Analysis</b> (1,935)   | 61. <b>537 Electricity &amp; electronics</b> (736)                                 | 94. <b>401 Philosophy &amp; theory</b> (490)                                  |
| 27. <b>303 Social processes</b> (1,890)                                 | 62. <b>070 Journalism, and newspapers</b> (732)                                    | 95. <b>339 Macroeconomics &amp; related topics</b> (488)                      |
| 28. <b>333 Land economics</b> (1,879)                                   | 63. <b>517 Not assigned or no longer used</b> (714)                                | 96. <b>810 American literature in English</b> (481)                           |
| 29. <b>341 International law</b> (1,745)                                | 64. <b>823 English fiction</b> (702)   | 97. <b>300 Social sciences</b> (479)  |
| 30. <b>512 Algebra &amp; number theory</b> (1,535)                      | 65. <b>615 Pharmacology and therapeutics</b> (683)                                 | 98. <b>300 Social sciences, sociology &amp; anthropology</b> (479)            |
| 31. <b>359 Sea (Naval) forces &amp; warfare</b> (1,503)                 | 66. <b>382 International commerce (Foreign trade)</b> (675)                        | 99. <b>153 Mental processes and intelligence</b> (479)                        |
| 32. <b>510 Mathematics</b> (1,447)                                      | 67. <b>322 Relation of state to organized groups</b> (674)                         | 100. <b>297 Islam, Bábism &amp; Bahá'í Faith</b> (479)                        |
| 33. <b>353 Of U.S. federal &amp; state governments</b> (1,444)          | 68. <b>336 Public finance</b> (674)  |   |
| 34. <b>956 General history of Asia; Middle East (Near East)</b> (1,431) |  |   |
| 35. <b>358 Other specialized forces &amp; services</b> (1,379)          |  |   |

\*\*The use of Dewey Decimal classifications for topical analysis is experimental and intended to demonstrate future potential for topical analysis. In addition to the MARC 082 field, other, non-standard fields, which contained Dewey Decimal Classification numbers were also used.

# NPS Archive: Calhoun / Annual Reports

Calhoun, the NPS Institutional Archive, makes NPS work publicly accessible. It is made for searching, sharing and downloading the scholarly, instructional and institutional publications and research products of the NPS community.

## 2014 Has Been a Great Year

### Good news this year for Calhoun:

- *We're up to speed:* Calhoun has been updated with a new software version, with a statistics module, list-generating feature and curation tools
- *"Discovery" makes it easy:* locate more of the relevant items you need, on every screen of Calhoun: just look to the right
- *Notable new content:* Calhoun now includes video, podcasts and software, along with presentations, papers, technical reports, theses and dissertations
- *Constantly growing:* Now with over 42,000 fully-cataloged documents in every area of NPS research from Aeronautics to Zimbabwe

### NPS authors increasingly point to Calhoun:

- For links to their archived papers ([example](#))
- For links to project output ([example](#))
- For metadata to provide answers about NPS research
- For better visibility: Calhoun metadata is interoperable with other institutions' repositories, and is indexed by Google Scholar

### NPS and Data Management:

- This year, NPS has responded to new DoD requirements for public access to data and publications, *and Calhoun stands ready.* Outreach to the campus has included a series of presentations for the Research Board to spread the word: the library can help
- Public Access to Federally Funded Research: *With Calhoun, we're already doing it!*

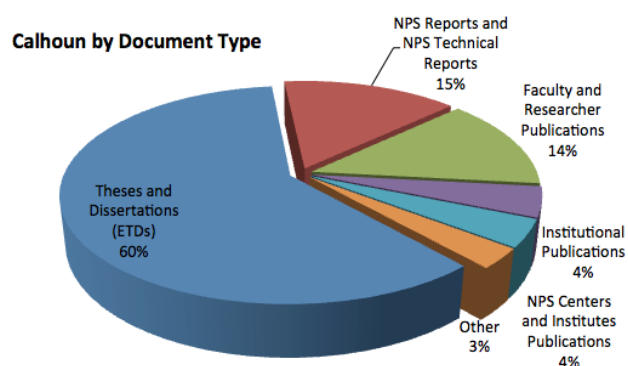
Take a look at some of the year's highlights here.

## New! in Calhoun

This year, Calhoun gained thousands of new publications. See a few of them here:

## What's in Calhoun Now?

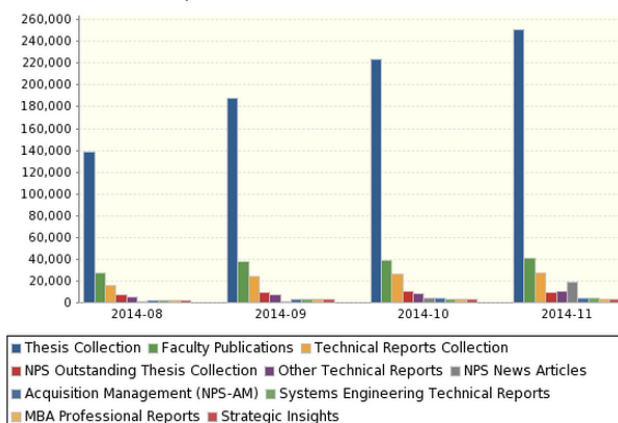
**What kinds of documents are in Calhoun?** Here's a snapshot at year-end:



## Top Collections, 2014

**NPS Theses and Dissertations continue to be our most heavily used collection** -- no surprise: it's a rich collection. Take a look at the rising numbers in just the last few months:

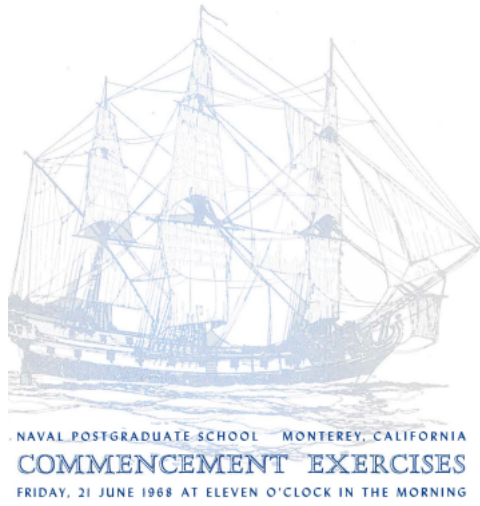
Top Collections: Hits / Month



## A Few New Collections Added in FY14

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- [Evolving Open Enterprise Information Systems Publications and Talks](#)
- [Center for Civil-Military Relations \(CCMR\) publications](#)
- [Peter Denning Papers](#)
- [CIVINS Theses](#)
- [International Command and Control Research and Technology Symposium \(ICCRTS\) Papers](#)
- [NPS Commencement Ceremony Programs](#)



## A Few New Collections Added in FY14

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### Who's in Calhoun? A Few Top Authors, by the Numbers

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**Are you in Calhoun?** [Search Calhoun](#) for your name!  
...want to get into Calhoun? [Contact us](#).

- [Chu, Peter C.](#)  
Items in Calhoun: 323
- [Looney, R.E.](#)  
Items in Calhoun: 225
- [Rowe, Neil C.](#)  
Items in Calhoun: 160
- [Irvine, Cynthia E.](#)  
Items in Calhoun: 148
- [Zyda, Michael](#)  
Items in Calhoun: 113
- [Neta, Beny](#)  
Items in Calhoun: 98

## Top Ten Calhoun Downloads, Aug.-Oct. 2014

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**Calhoun was visited by nearly 80,000 unique users** in FY2014, with in excess of 500,000 pageviews.

Want to know what the top ten downloads were? These statistics report downloads from August-October, 2014\*.

A goal programming approach for determining the force structure of naval surface groups using the analytic hierarchy process ( <a href="#">10945/8488</a> )	4650
Designing and prepositioning humanitarian assistance pack-up kits (HA PUKs) to support Pacific fleet emergency relief operations ( <a href="#">10945/2480</a> )	3127
Somalia Igad's attempt to restore Somalia's transitional federal government ( <a href="#">10945/2503</a> )	3126
The use of social media and smartphone applications for reporting suspicious and criminal activities to mass transit law enforcement agencies ( <a href="#">10945/38918</a> )	2607
A sensitivity study of numerical solutions of the South China Sea ocean model to various grids generated by grid generation technique ( <a href="#">10945/7483</a> )	1978
Fundamentals of manipulator calibration ( <a href="#">10945/40313</a> )	1833
Cyber Analogies ( <a href="#">10945/40037</a> )	1645
A sensitivity study of numerical solutions of the South China Sea ocean model to various grids generated by grid generation technique ( <a href="#">10945/7483</a> )	1978
Utilizing Social Media to Further the Nationwide Suspicious Activity Reporting Initiative ( <a href="#">10945/17436</a> )	1143
NPS Leadership, Local 1690 Establish Labor Management Forum Charter ( <a href="#">10945/43589</a> )	410
Creating profiles from user network behavior ( <a href="#">10945/37673</a> )	331

\**Calhoun was updated to use DSpace 3.2 in August 2014.*



# NPS Dudley Knox Library Annual Report 2014

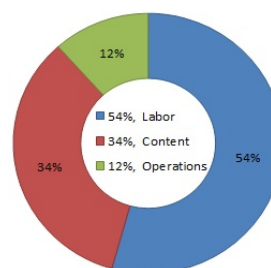
Facts and Figures about the Dudley Knox Library

## Library Quick Facts

NUMBER	DESCRIPTION
26	Library FTE (12 MLIS or Masters')
78	Average weekly hours (Sunday - Saturday); open additional hours each finals week
138,119	Searches done in 19 representative eResources
330,008	eResources available (books, journals, reports & more)
1,349	eResources available in Restricted Resources & Services library
480,095	Titles in library catalog
42,117	Titles in Calhoun, the NPS institutional archive
32,562	Titles in Restricted Resources & Services library
16,428	Physical volumes circulated
2,805	Physical volumes circulated via self-check (17% of total)
2,363	Physical course reserves circulated (14% of total)
5,937	Interlibrary loans received from other libraries for NPS patrons
1,483	Document delivery from physical collection to NPS patrons
309,745	Physical gate count (up 19% over FY13)
1,786	Average daily library visitors (physical and virtual)
> 8,000	Hours students used collaborative study spaces
1,334	Students taking advantage of extended hours during finals
132	Library instruction sessions offered (face-to-face and virtual)
2,348	Students receiving library instruction
189	Hours of library instruction
3,093	Reference questions (includes RRS, SC&A and self-help FAQ)

## Budget Summary

FY14: DKL Budget



BUDGET SOURCES	FY12	FY13	FY14
Direct	75%	68%	84%
Indirect	8%	23%	10%
IMET	17%	9%	5%

BUDGET CATEGORIES	FY12	FY13	FY14
Labor	\$ 2,994,098	\$ 3,069,220	\$ 2,875,000
Content	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000
Operations	\$ 362,402	\$ 501,780	\$ 615,000
Compact Mobile Shelving (one time)	\$ 684,407	n/a	n/a
<b>TOTAL</b>	<b>\$ 5,840,407</b>	<b>\$ 5,371,000</b>	<b>\$ 5,290,000</b>

## Metadata Facts & Figures

DESCRIPTION	NUMBER
Items created in Bosun catalog (all formats)	144,188
Items surveyed (removed from collection)	22,461
Gifts added	867

## Restricted Resources in Numbers

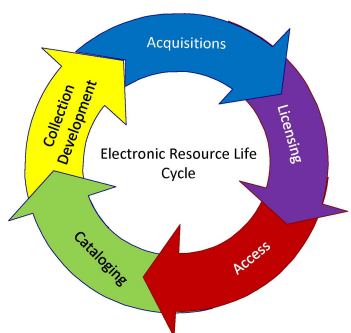
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DESCRIPTION	NUMBER
Volumes held	38,199
Unique titles held	32,562
Fiche destroyed	213,260
Patrons assisted	382
New NPS documents added	155
Reference questions answered	93

# NPS Dudley Knox Library Annual Report 2014

Goal 1: Select and provide scholarly content relevant to NPS instructional and research needs

## Managing Electronic Resources



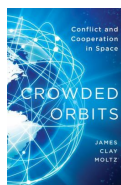
As part of the effort to maintain better recordkeeping and tracking we held regular meetings to monitor spending; check renewal and activation status; and continued to build out a homegrown eResources Management (ERM) System (using JIRA, Confluence Wiki and SharePoint).

Part of the on-going serials review and renewal process includes the regular capture of usage and cost per use statistics. We continued to refine the ERM processes and tools to do this in a timely manner and in a less time-consuming/labor intensive way by storing, linking and tracking information from the raw data to the assessment process through to the renewal decisions.

The image below represents the interactiveness being built between the ERM tools to help “drop-in” or unsophisticated users find what they need without having in-depth knowledge of the tools. Though it is still a work-in-progress, the Bugs and Reports sections are particularly useful for providing accountability and tracking metrics.



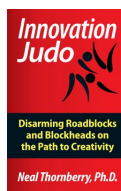
## Featuring Books by NPS Faculty and Alumni



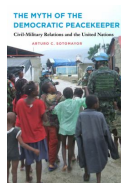
**Crowded Orbits** by Moltz, James Clay  
Call Number: QB500.25 .M67 2014  
ISBN: 9780231159128  
Publication Date: 2014



**Harnessing Dynamic Knowledge Principles in the Technology-Driven World** by Nissen, Mark  
Call Number: HD30.2 .N588 2014  
ISBN: 9781466647275  
Publication Date: 2013



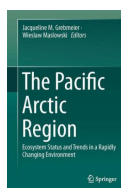
**Innovation Judo** by Thornberry, Neal  
Call Number: HD53 .T56 2014  
ISBN: 9780989322294  
Publication Date: 2014



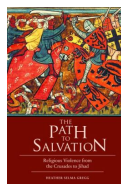
**The Myth of the Democratic Peacekeeper** by Sotomayor, Arturo C.  
Call Number: JZ6374 .S67 2014  
ISBN: 9781421412139  
Publication Date: 2013



**Opposing Perspectives on the Drone Debate** by Strawser, Bradley Jay; Hajjar, Lisa (As told to); Levine, Steven (As told to); Naqvi, Feisal H. (As told to); Witt, John Fabian (As told to)  
Call Number: UG1242 .D7 S77 2014  
ISBN: 9781137432612  
Publication Date: 2014



**The Pacific Arctic Region: Ecosystem Status and Trends in a Rapidly Changing Environment** by Grebmeier, Jacqueline M.; Maslowski, Wieslaw (Editors).  
Call Number: QH 95.56 .P25 2014  
ISBN: 9789401788632  
Publication Date: 2014



**The Path to Salvation** by Gregg, Heather Selma  
Call Number: BL 65 .V55 G74 2014  
ISBN: 9781612346601  
Publication Date: 2014

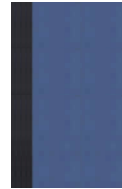


**A Practitioner's Way Forward : Terrorism Analysis** by Strindberg, Anders; Darken, Kristin  
Call Number: HV6431 B736 2014  
ISBN: 9780983074564  
Publication Date: 2014

## New! in Calhoun

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This year, Calhoun gained thousands of new publications. See a few of them here:



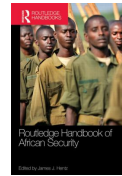
### **Robots on the Battlefield: Contemporary**

### **Perspectives and Implications for the Future**

Call Number: ONLINE

Publication Date: 2014

Lucas, George / Chapter 12: The ethical challenges of unmanned systems



### **Routledge Handbook of African Security** by Hentz,

James J. (Editor)

Call Number: JZ6009.A35 R68 2014

ISBN: 9780415682145

Publication Date: 2013-08-08

Palumbo, Jessica [chapter author]



### **Routledge Handbook of Research Methods in**

### **Military Studies** by Soeters, Joseph; Shields, Patricia

M.; Rietjens, Bas (Editors)

Call Number: U104 R68 2014

ISBN: 9780415635332

Publication Date: 2014

Rendon, Rene G. and Keith E. Snider [chapter authors]

## Search NPS Archive: Calhoun

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[Search Calhoun](#)

---

[or view the most recent theses, dissertations, capstones, project reports](#)

# NPS Dudley Knox Library Annual Report 2014

Facts and Figures about Scholarly Content

## FY14 Cost & Use Trends: Selected Electronic Resources

These figures show usage and cost trends for a sampling of our most important subscription resources. We refer to them as the "nifty nineteen" as they represent the variety of content types we provide to NPS patrons.

### Resources included:

ACM Digital Library, CIAO Columbia, CRC NetBase, Ebrary, EBSCO Business Source, EBSCO SocINDEX full-text, Emerald, EV2 Compendex, Global NewsBank, IEL (IEEE), JSTOR, Lexis Nexis Academic, ProQuest ABI Global Package, ProQuest PsycINFO, Project MUSE, ScienceDirect, SPIE Digital Library, Thomson Science Citation Index Expanded, Thomson Social Science Citation

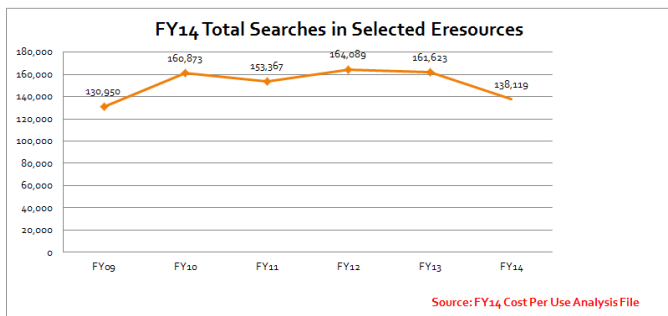
## Patron Feedback

*You had a lot of energy in your presentation. I enjoyed it. You have laid a great foundation for our time here at NPS. I actually found an article I'm very interested in right during your presentation! You've already had an impact.* -- Resident Student

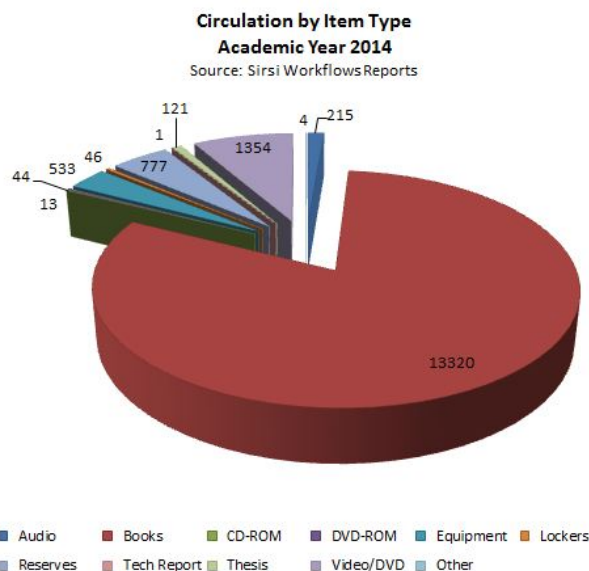
*I utilized several of the reports, from a list that you had published, in evaluating future projects for this command. The information was extremely beneficial and actively received by the decision makers on the staff.* -- NPS Alumnus

*This is exemplary work! Just what I've come to expect from the Dudley Knox Library. Thank you for your help with this, and look forward to working with you in 2014.* -- NPS Faculty

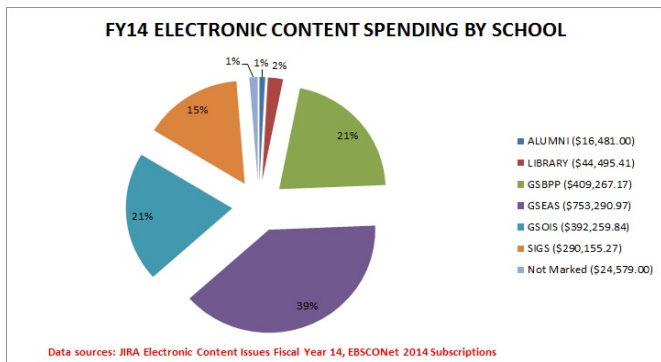
*Thank you so much for archiving these materials. We appreciate your help and support.* -- NPS Faculty



## Circulation by Item Type



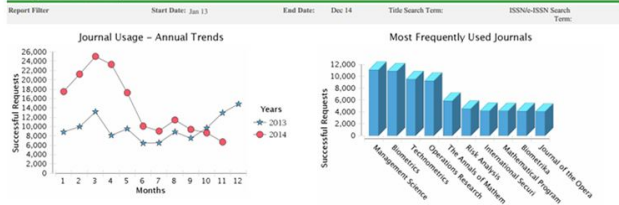
## FY14 Electronic Resource Expenditures



## Most Requested "Find eJournals"

Top Journals by usage across various platforms [coverage is for CY2013 & CY2014]

### Usage Statistics by Journal



## FY14 Top Ten Calhoun Downloads

Calhoun received nearly 55,000 unique visitors in 2013, and "views" from all sources combined topped *two million!*

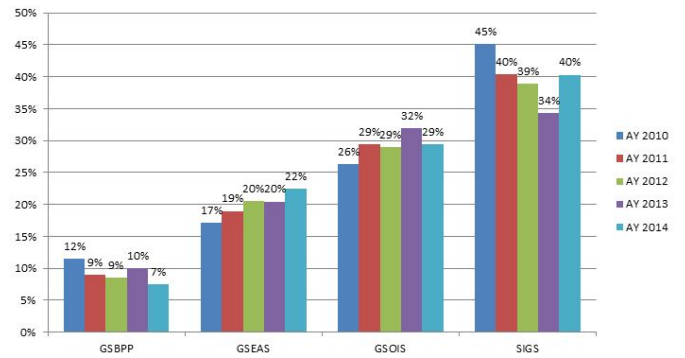
Want to know what the top downloads were for the year?

- [The Battle of Midway: a Bibliography \(4th Ed.\)](#)  
Downloads: 674
- [Breaking the ice potential U.S.-Russian maritime conflict in the arctic](#)  
Downloads: 586
- [The "New" Face of Transnational Crime Organizations \(TCOs\): A Geopolitical Perspective and Implications to U.S. National Security](#)  
Downloads: 499
- [Introduction to Data Farming \[video\]](#)  
Downloads: 291
- [Impact of logistics on readiness and life cycle cost](#)  
Downloads: 270
- [Capability portfolio analysis tool \(CPAT\) verification and validation report](#)  
Downloads: 247

## Academic Course Reserves

### Academic Course Reserves by School Percentage of Total by Academic Year

Source: Sirsi Workflows Reports

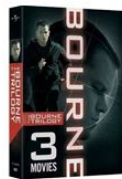


# What a Are Patrons Using?

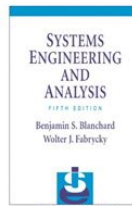
## TOP TENS



Top 10 Circulating Playaway (Audio Book) Titles: FY 2014
Outliers [sound recording] : the story of success / Malcolm Gladwell
The tipping point [sound recording] : how little things can make a big difference / Malcom Gladwell
The 7 habits of highly effective people [sound recording] : powerful lessons in personal change / Stephen R. Covey
Lone survivor [sound recording]: the eyewitness account of Operation Redwing and the lost heroes of SEAL Team 10 / Marcus Luttrell
Ender's game [sound recording] / Orson Scott Card
The crisis of Islam [sound recording] : holy war and unholy terror / Bernard Lewis
The guns of August [sound recording] / Barbara W. Tuchman
Killing Lincoln [sound recording] : the shocking assassination that changes America forever / Bill O'Reilly
Six frigates [sound recording] : the epic history of the founding of the U.S. Navy / Ian W. Toll
Afghanistan [sound recording] : a military history from Alexander the Great to the fall of the Taliban / Stephen Tanner



Top 10 Circulating DVD Titles: FY 2014
The Bourne Trilogy [videorecording] / Robert Ludlum
The Bourne Legacy [videorecording] / Tony Gilroy
Zero Dark Thirty [videorecording] / Kathryn Bigelow
Russian Revolution in Colour [videorecording] / Ian Lilley
The Best of Modern Marvels [videorecording] / Bruce M. Nash
Skyfall [videorecording] / Metro Goldwyn Mayer, Directed by Sam Mendes
Herman Wouk's the Winds of War [videorecording] / Herman Wouk
America [videorecording] : Discovery to Revolution / Brenda Ralph Lewis
Band of Brothers [videorecording] / Stephen E. Ambrose
Argo [videorecording] / Warner Bros. Pictures presents in association with GK Films, Directed by Ben Affleck



Top 10 Circulating Book Titles: FY 2014
Systems engineering and analysis / Benjamin S. Blanchard, <u>Wolter J. Fabrycky</u> .
Spec ops : case studies in special operations warfare : theory & practice / William H. <u>McRaven</u> – NPS Alumnus
Influence : the psychology of persuasion / Robert B. <u>Cialdini</u>
Essential readings in comparative politics / edited by Patrick H O'Neil
Management of defense acquisition projects / [edited] by Rene G. Rendon – NPS Faculty
Deception in war : the art of the bluff, the value of deceit, and the most thrilling episodes of cunning military history from the Trojan horse to the Gulf War / Jon Latimer
Engineering computations and modeling in MATLAB/Simulink / Oleg A. Yakimenko – NPS Faculty
The Routledge handbook of civil-military relations / edited by Thomas C. Bruneau – NPS Faculty
Human factors in simple and complex systems / Robert W. Proctor
Essence of decision : explaining the Cuban Missile Crisis / Graham T. Allison

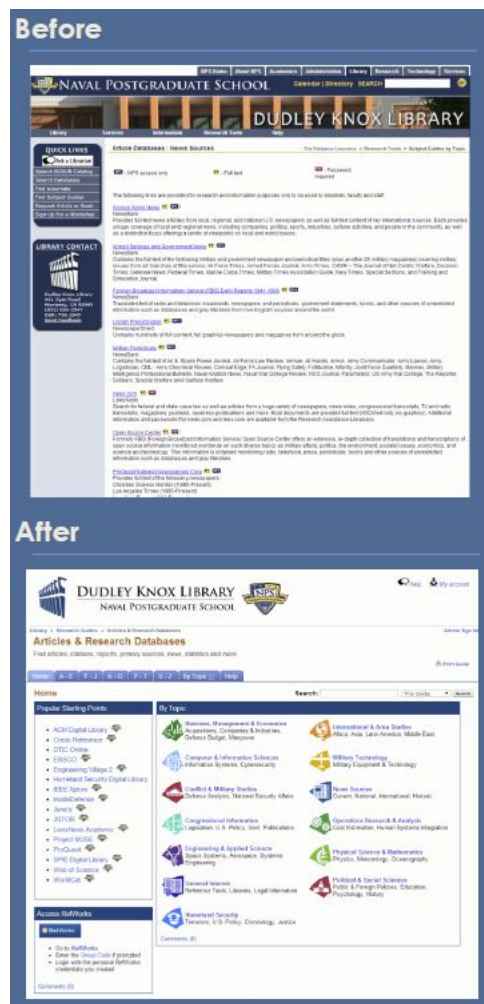
# NPS Dudley Knox Library Annual Report 2014

Goal 2: Promote seamless access and remove barriers to collections, people, and services

## Information Systems Highlights

The Web Working Group began a complete website realignment with a road map, time-line, customer interviews and card sorts to guide the process. The group formulated roles, work-flows and new policies for web content owners and created a much more patron-friendly graphical interface and information architecture.

Two cornerstone documents, the *Content Strategy* and *Style Guide*, were a first for DKL and will be used to ensure that the Library website is user-centric, usable, integrated, seamless, responsive, and more sustainable into the future. Small changes were made to the existing site in FY14 with an eye to the launch of the new site in early FY15.



The Systems Team also developed and launched a computer availability app so our busy students can quickly find an open computer workstation when they come to the Library.

## Reference & Instruction Highlights

This was another year of big changes. The Department shrunk to two librarians devoted to reference and instruction full-time and a third librarian who also has numerous other responsibilities in addition to her reference and instruction activities. We continued to focus on developing “self-help” tools for library users, which were particularly helpful during the federal government shutdown even though they are designed for 24/7 access.

### Reference/Outreach:

- We **reduced reference service hours** at the start of FY13 and by the end of the year we **moved to an “on call” model** instead of staffing a "reference desk." Now with fewer staff we are available “on call” for far more hours.
- We continued a trend started the previous year where **other librarians on staff participated in providing reference service.**
- **Other librarians on staff took on “subject liaison” responsibilities** since there are too many areas for 2-3 librarians to meaningfully support.

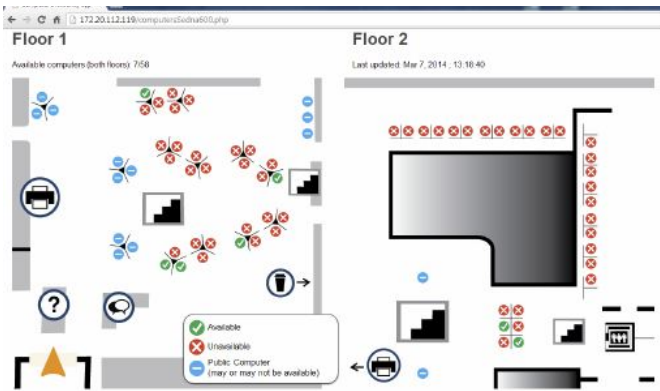
### Instruction:

- We **reduced the number and variety of “in person” drop-in workshops**
- We **created short video tutorials and web guides** to provide guidance on search techniques and common research tasks
- We continued to develop our **“self-service” FAQ**

## Restricted Resources Highlights

- Work continued on life-cycle management and discovery of NPS-created controlled unclassified through SECRET information.
- Physical collections were reviewed to make room for a deep archive of now fully-digitized NPS theses and dissertations.
- Internal committee work continued and our role as DTIC's largest contributor supported the appointment of the RRS Manager to the DTIC User's Council





## Metadata Services Highlights

- Implemented process and created forms for documenting and processing special collections and creating finding aids and supplemental records for Special Collections & Archives materials
- Enhanced and updated processes to add content to Calhoun
- Ongoing application of batch importing of ebook records into Sirsi and related cleanup of legacy ebooks records (dramatic increase of individual records added to Bosun)
- Collaborated with eResources and Content teams to make acquisitions workflows leaner and more meaningful
- Ongoing review and reassignment of unit workflows due to staff vacancies
- Ongoing review of metadata workflows and procedures
- Application of Lean Six Sigma methodology to acquisitions workflows and procedures
- Participation in a [Library of Congress STEM collection assesement](#) comparing DKL to US military and selected federal government libraries revealed that 64% of our holdings are unique within this group of federal libraries

# NPS Dudley Knox Library Annual Report 2014

Facts and Figures about Seamless Access

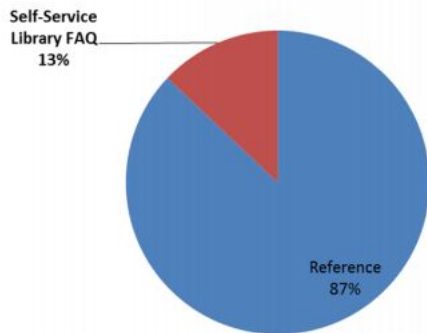
## Top 10 FAQ Hits (Our Users Help Themselves!)

A new FAQ service provided quick answers for frequently asked questions and enabled librarians to spend more quality time assisting patrons with in their depth research questions and instruction.

POPULAR LIBRARY FAQs	
Question	Visits
How do I find someone's military service record?	446
Using the library's databases off campus	157
How can I learn how to use RefWorks & other RW ques	123
What is Turnitin? Does NPS have it?	111
Do the Library computers have CAC card readers	71
What is the password for LexisNexis?	62
How do I cite references in APA, Chicago, etc.?	52
How do I search for NPS theses and dissertations	35
Does the Library have electronic books?	34

Number of hits to the "answer" since inception, not just for this FY.

### Reference Question vs FAQ



## Patron Feedback

*One of my first-quarter students told me today that he would have failed his seminar this quarter if not for your presentation to the class. He described himself as totally lost in trying to research his seminar topic, but after your presentation he went right into the research guides and databases and found information. He had never before been exposed to online research. -- NPS Faculty*

*I would like to get Alumni access. Being a graduate from NPS, I believe that it is always worth having an access to the Dudley Knox Library, NPS. This is a home of all student studying at NPS. Whatever we learnt here that is because of this Library resources. -- NPS International Alumnus*

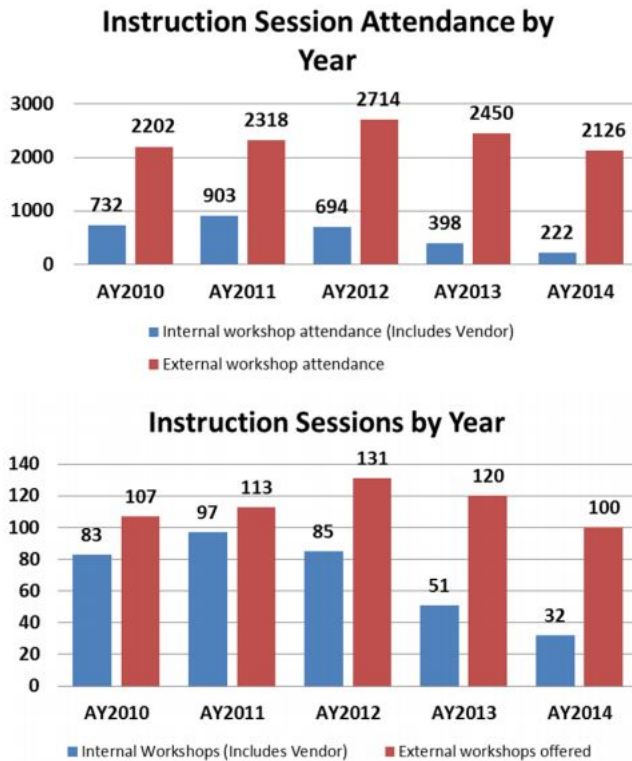
*I appreciate everything your group does to help our faculty and students. [Our librarian] was always available to provide much needed assistance to me when preparing my tenure packet. -- NPS Faculty*

*Layout of web site is easy to use. Excellent job with the new layout! -- Distance-learning Student*

*Excellent graphic design. Stretch-ability of the interface when resizing window. Page looks equally good on my iPad and IE Explorer. -- NPS Faculty*

## Library Instruction

DKL librarians collaborated with NPS faculty to offer a wide range of information resources instruction opportunities to our resident and distance-learning students. These sessions are tailored to particular curricula and disciplines (Internal = within the Library; External = in faculty classrooms).



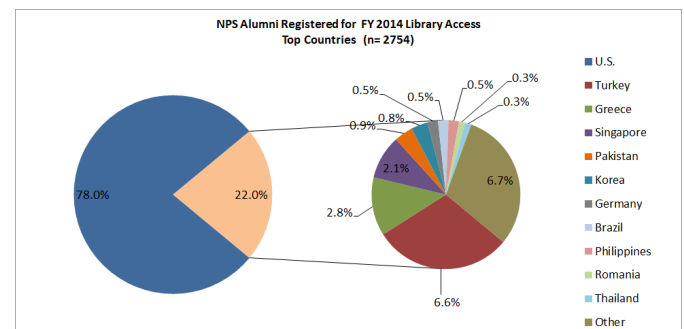
## Top 12 Research Guides

Librarians continued to create discipline, topical, and curricular resource guides that highlighted available resources.

<i>Most Popular Research Guides</i>	<i># Page Visits</i>
Articles & Research Databases	34,926
Citation Styles	32,710
Citation Management with RefWorks	13,382
Alumni Access	8,863
Vietnam Conflict	7,178
Homeland Security	7,032
Defense Budget	4,778
DoD Service Portals	4,557
Calhoun: The NPS Institutional Archive	4,495
Systems Engineering	3,023
Business, Management & Economics	2,848
Writing Resources	2,162

## Alumni Access

The Library continued to reach out and provide [selective resources and services to matriculated alumni](#). More than 2,500 alumni actively reach back to engage with librarians, faculty and each other...and the number and connections increase with each graduating class.

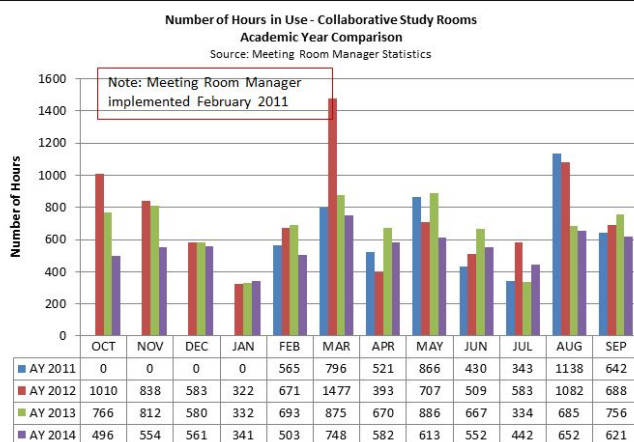
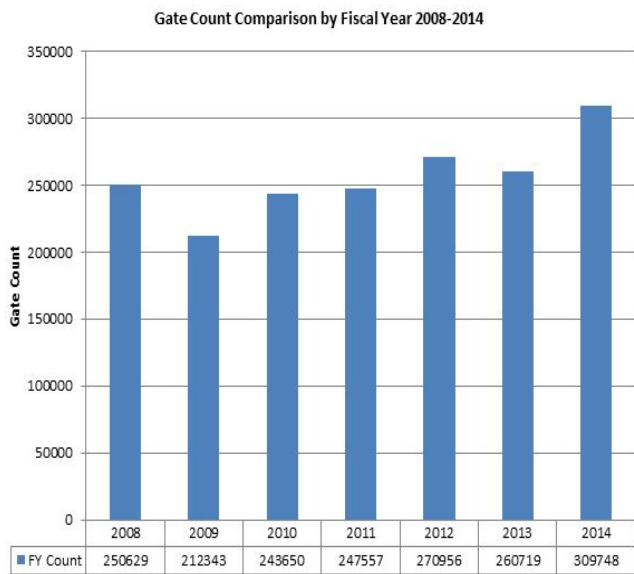


# NPS Dudley Knox Library Annual Report 2014

Goal 3: Create learner-centered physical and virtual spaces

## Make Space!

## Library and Study Room Usage



## Patron Feedback

*DKL is a shining spot of excellence here at NPS! -- NPS Faculty*

*Today was the first time that a librarian had ever talked to [me] and explained a library to [me]. This explanation will help [me] even when [I] go back to [my] own country. -- Resident International Student*

*Numerous faculty have been VERY happy about the updated [Citation Styles guide](#) and ... tables of examples. Several have said they've bookmarked style xxx for their own use and will share the links with their students. So, CONGRATULATIONS on your hard work and teamwork. -- NPS Graduate Writing Center Coach*

*You are another positive example of how DKL goes above & beyond for each library patron! -- Resident Student*

*I appreciate all your help, this quarter and in general. I have to say that the library services stand out as consistently phenomenal, relative to the services of other university libraries and certainly relative to the services of other units on campus. The library services make a huge difference for those of us at NPS who focus on research and teaching. -- NPS Faculty*

## Access Services Highlights

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FY 2014 kept us on our toes with changes, reduced staffing and hours. Despite a 9% reduction in average weekly open hours, the gate count for FY 2014 exceeded that of FY 2013 by 19%. The improvements we continue to make are being used by our patrons, who give us tremendous feedback. Other highlights included:

- Analyzed and revised open hour
- Prepared a staffing plan for the main service point that incorporated staff from other library work units
- Revised a training plan with documented detailed procedures
- Trained library staff from other departments who pitched in as vacancies occurred in order to maintain open hours and full access to library services
- Researched and prepared statements of work to upgrade technology and furniture in 7 collaborative study rooms
- Shifted remaining thesis collection and prepare statements of work for the removal of 2,769 linear feet of fixed shelving and the repurposing of that space into student study space
- Upgraded to ILLiad 8.5 to further improve functionality of our Interlibrary Loan (ILL) and Document Delivery services
- Participated with the BOSUN Committee and Web Working Group internally and the Monterey Bay Area Cooperative (MOBAC) Library System externally

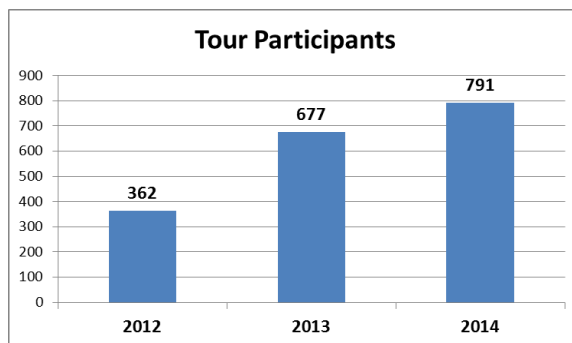
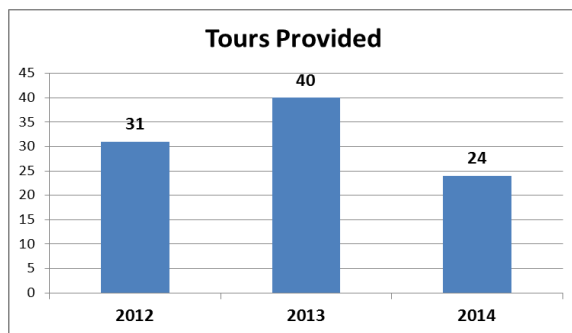
# NPS Dudley Knox Library Annual Report 2014

Facts and Figures about Learner-Centered Spaces

## Library Facility & Web Tours for New Students

This year, starting mid-year with summer quarter, we worked with the International Programs and Dean of Students offices to include library facility and web tours as part of all incoming resident students' orientations. As a result every incoming resident student is now exposed to the array of facilities, services and web tools available to them.

Similarly, for incoming distance learners, we offer online orientations that focus on library services and web tools.



## Patron Feedback

*Thank you for continuing to provide excellent public service. [Staff member] is another positive example of how DKL goes 'above & beyond' for each library patron! -- NPS Resident Student*

## Patron Spaces

We shifted collections and consolidated the Buckley Collection and Periodicals S-Z, relocated remaining print theses ([public access theses are full-text online in Calhoun](#)) and opened approximately 1,840 square feet of student study space on the second floor.

This newly created space was used by the US Marine Corps Thesis Research Working Group Meeting in August 2014 with approximately 175 people in attendance for the 3-day event. We anticipate a similar event co-chaired by the Navy and US Marine Corps in March 2015.

Before:



After:



# NPS Dudley Knox Library Annual Report 2014

Goal 4: Assure institutional memory through a centralized repository for the NPS scholarly record and archival materials

## 2014 Has Been a Great Year

### Good news this year for Calhoun:

- *We're up to speed:* Calhoun has been updated with a new software version, with a statistics module, list-generating feature and curation tools
- *"Discovery" makes it easy:* locate more of the relevant items you need, on every screen of Calhoun: just look to the right
- *Notable new content:* Calhoun now includes video, podcasts and software, along with presentations, papers, technical reports, theses and dissertations
- *Constantly growing:* Now with over 42,000 fully-cataloged documents in every area of NPS research from Aeronautics to Zimbabwe

### NPS authors increasingly point to Calhoun:

- For links to their archived papers ([example](#))
- For links to project output ([example](#))
- For metadata to provide answers about NPS research
- For better visibility: Calhoun metadata is interoperable with other institutions' repositories, and is indexed by Google Scholar

### NPS and Data Management:

- This year, NPS has responded to new DoD requirements for public access to data and publications, *and Calhoun stands ready.* Outreach to the campus has included a series of presentations for the Research Board to spread the word: the library can help
- Public Access to Federally Funded Research: *With Calhoun, we're already doing it!*

Take a look at some of the year's highlights here.

## Patron Feedback

*I [brought] up the topic of having you all in the library give a campus-wide introduction to data archiving and management ... Everybody was for it.* - NPS Research Board

*[Calhoun] is a very impressive project and I appreciate very much the efforts of you and your colleagues. Many thanks for your efforts.* -- NPS Faculty

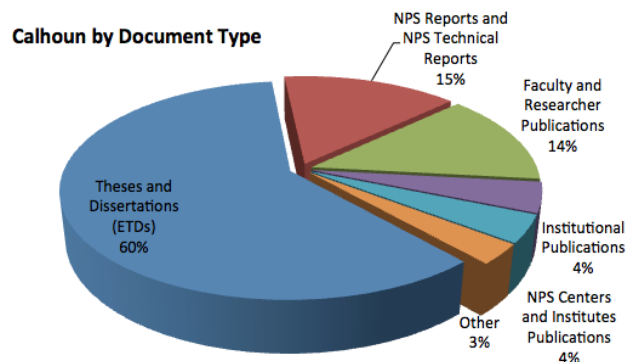
*I greatly appreciate your efforts to make my work available to my peers.* -- NPS Faculty

*Thank you! As always, I learn every time you do one of your presentations.* -- NPS Faculty

*Really cool. Thanks!* -- NPS Senior Administrator

## What's in Calhoun Now?

**What kinds of documents are in Calhoun?** Here's a snapshot at year-end:




## Who's in Calhoun? A Few Top Authors, by the Numbers

**Are you in Calhoun?** [Search Calhoun](#) for your name!  
...want to get into Calhoun? [Contact us](#).

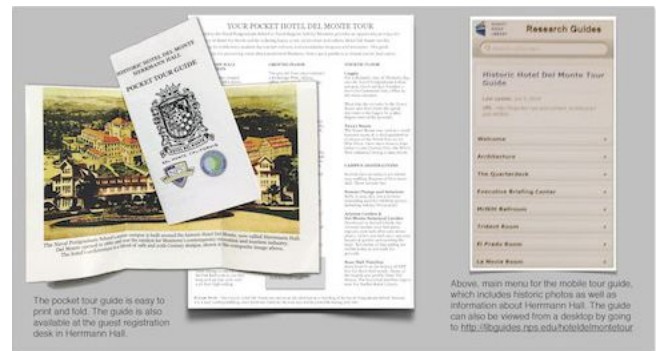
- [Chu, Peter C.](#)  
Items in Calhoun: 323
- [Looney, R.E.](#)  
Items in Calhoun: 225
- [Rowe, Neil C.](#)  
Items in Calhoun: 160
- [Irvine, Cynthia E.](#)  
Items in Calhoun: 148
- [Zyda, Michael](#)  
Items in Calhoun: 113
- [Neta, Beny](#)  
Items in Calhoun: 98

## Special Collections & Archives

-  [2013 Historical Highlights](#)  
Historical Highlights a regular column in UPDATE NPS

The NPS campus is built around the historic Hotel Del Monte, now called Herrmann Hall. Del Monte was the catalyst for California's modern-day tourism industry and its impact transformed Monterey in the 19<sup>th</sup> and 20<sup>th</sup> Centuries.

The Library worked with Naval Support Activity Monterey to create exhibits in a new Welcome and Business Center that introduce guests and visitors to our history. Special Collections and Archives staff created a [pocket tour guide](#) and [mobile guide](#) help visitors explore the evolution from resort to graduate school.



Significant work in FY14 included development of forms and workflows to facilitate processing collections according to archival standards and best practices. Work began in earnest on creating finding aids that give an overview of the collections in our Special Collections and Archives. These [finding aids](#) are discoverable in [Calhoun](#).

New collections such as [NPS Commencement Ceremonies](#) (past graduation ceremony programs and related material) or the [NPS Biographical Collections](#) (articles, correspondence, memoranda, etc. related to notable NPS personnel) provide a glimpse into our holdings. Library staff are processing more archives-like collections in the Library and making these finding aids available for both the serious researcher and the curious current or former NPS staff or student.



# Historical Highlights of 2013

## Historical Highlights

The Navy's first command at Hotel Del Monte, the Del Monte Pre-Flight School, was established 70 years ago during WWII. The pre-flight school operated for only 11 months at Del Monte but its existence set the stage for an option to purchase the famous hotel and negotiations began in earnest during the war.

This photo captures three aviation cadets from the Del Monte Pre-Flight School's 19th Battalion marching briskly down the front steps of the hotel, now known as Herrmann Hall. Shown (left to right) are Commander



Commander Company Commander Frank [Name obscured] is engaged in a \$6.4M building renovation project that includes the building's exterior and recapture of original architecture.

Historical Highlights are provided by the Dudley Knox Library.

## Historical Highlights



This cover of the 1951 Lucky Bag seems to demonstrate that graduate school might be in their future as Midshipmen march across the U.S. to Monterey. This is one of the many items currently being digitized through a collaborative effort

among the Dudley Knox Library, U.S. Naval Academy Nimitz Library, Naval War College Henry E. Eccles Library, and the non-profit Internet Archive to share the rich resources in our libraries with a broader audience. NPS' very own CALHOUN already provides access to more than 28,000 such items, including NPS theses, dissertations and technical reports.

The postgraduate school moved lock, stock and wind tunnel across the nation, from Annapolis to Monterey in December 1951. The coast-to-coast move involved 500 students; about 100 faculty and staff; and thousands of pounds of books and research equipment. Rear Adm. Ernest E. Herrmann supervised the move that pumped new vitality into the Navy's efforts to advance naval science and technology.

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## Historical Highlights

NPS hosted field experiments at Camp Roberts (see story on page 1) offered a glimpse into technological innovations that have been a hallmark of NPS since its inception.



Today's collaborative field experimentation program enables students and faculty to interact with teams from military commands, the defense industry and representatives from federal, state and local agencies. Many of the technologies and programs being tested focus on autonomous systems.

The field experiments are a far cry from the early days of robotics research in the NPS laboratories and classrooms, like the thesis project called Robart I, developed by Cmdr. Bart Everett in the early 1980's. Robart I was one of the first behavior based robots ever built. It now resides in a museum at the SPAWAR Systems Center in San Diego where Everett is technical director for robotics.

Historical Highlights are provided by the Dudley Knox Library.

The Dudley Knox Library Special Collections and Archives contributes each month to the Naval Postgraduate School publication, *Update NPS*. These historical highlights blend archival photos with concise "caption stories" to provide perspective on the origins and evolution of the university as well as achievements of the institution's leaders, faculty and alumni. This booklet is a collection of Historical Highlights for 2013.

Special Collections & Archives  
Dudley Knox Library  
Naval Postgraduate School

# January

## Historical Highlights

The Navy's earliest efforts in advanced education began in the 1870s when Lt. Albert Michelson was sent to the University of Berlin to study optics. Michelson later became the first American to be awarded a Nobel Prize for his pioneering research.

In 1909, the Secretary of the Navy established the School of Marine Engineering at Annapolis, then expanded and renamed it the Postgraduate Department of the Naval Academy. A decade later, Secretary of the Navy Josephus Daniels renamed the program the Naval Postgraduate School and assigned Captain Ernest J. King to lead the school.

King became Chief of Naval Operations in World War II, guiding the Navy to victory and simultaneously galvanizing Congressional support for NPS that led to its subsequent move to Monterey. King Auditorium is named in his honor.



*Historical Highlights are provided by the Dudley Knox Library.*

# February

## Historical Highlights



*George J. Haltiner*

*November 26, 1918–January 21, 2013*

The Naval Postgraduate School mourns the loss of a beloved member of the campus community, and a pillar of the university's early Department of Meteorology. Dr. George J. Haltiner, pictured with his wife Mary, was 94.

Haltiner joined the Navy during World War II, and was actively involved in advising the Navy in early weather and ocean wave forecasting capabilities. He transitioned to the reserves following the war, but continued to build his reputation as a leader in meteorological research.

He joined the Naval Postgraduate School faculty in 1946, when the university was housed in Annapolis, Md. He and Mary were among the first to move to Monterey when the university began relocation in 1948. Haltiner served as the chairman of the Naval Postgraduate School's Department of Meteorology from 1964 until his retirement in 1982, and today has a research chair position as well as a lab named in his honor.

*Historical Highlights are provided by the Dudley Knox Library.*



# March

## Historical Highlights

The newest building on the NPS campus was named for Lt. Cmdr. Milton E. Reed, a military professor in the Naval Academy's Department of Marine Engineering and Naval Construction. Reed was designated the first technical head of the School of Marine Engineering, established by Secretary of the Navy General Order No. 27 in 1909.

Supported by an extensive library of technical engineering materials and laboratory facilities, Reed was charged with stimulating interest in engineering matters throughout the Navy and providing competent design engineers for the future in a 2-year program of experimentation, lectures, reading, research, and study.



"It is not expected nor intended by the Navy Department in the preparation of the curriculum for the school, that the forgoing work shall completely cover the post-graduate education to be given the student officers. Ample opportunity is given to them to develop

ideas or methods that they may originate or elaborate leading to better efficiency, design, economy, maintenance or operations." (Source: International Marine Engineering, July 1910, p. 281).

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# April

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# May

## Historical Highlights

In 1967, NPS student engineers Robert Ediin and Jay Lamb assumed a place among other engineering scholars at a conference of the American Society of Engineering Education (ASEE) held at Michigan State University.



Professor Rudy Panholzer, left, now chair of today's Space Systems Academic Group, was then a new faculty member in the Department of Electrical Engineering at NPS. The presence of Naval Officers at ASEE spoke eloquently for NPS as a premier source of professional engineering education, and the chance to interact with colleagues formed an important

component of professionalism for student researchers, he recalls. NPS' program offered "hardware-in-the-loop education," he says, "hands-on" engineering that gave students the chance to apply real-work practice to innovation in the field, and still does.

Students Ediin and Lamb might be interested to know that their work remains "in print" today, as a part of Calhoun, the NPS Institutional Archive. It has been downloaded 21 times so far this year.

*Historical Highlights are provided by the Dudley Knox Library.*

# June

## Historical Highlights

On June 15, 1967, NPS broke ground for the construction of a new building to be named in honor of three generations of U.S. Naval Academy graduates: Rear Adm. Royal R. Ingersoll (1868), Adm. Royal E. Ingersoll (1905) and Lt. Royal R. Ingersoll, II (1934). The Ingersoll family made numerous contributions to the Navy including paying the ultimate sacrifice.



Rear Adm. R.R. Ingersoll was Chief of Staff of the Atlantic Fleet during the first part of the Great White Fleet's world cruise as well as the author of several books on naval ordnance. Adm. R.E. Ingersoll ended his distinguished career as Commander in Chief, U.S. Atlantic Fleet, Deputy Commander in Chief, U.S. Fleet and Deputy Chief of Naval Operations during and after World War II. Lt. Royal R. Ingersoll, II sadly died from a "friendly fire" incident in June 1942 during the Battle of Midway.

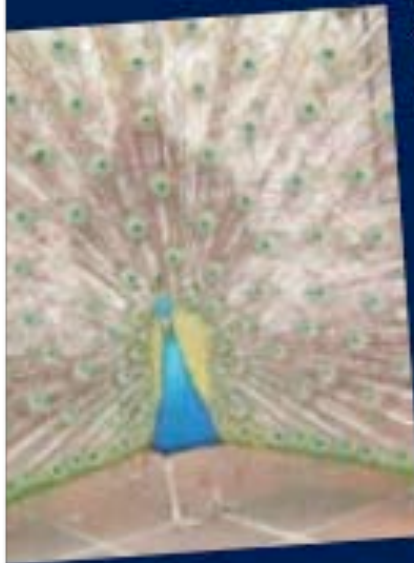
NPS' Ingersoll Hall is now home to GSBPP, CEE, and ITACS. Two destroyers (DD-652 & DD-990) were also named in honor of the contributions and sacrifices of these three distinguished naval officers.

*Historical Highlights are provided by the Dudley Knox Library.*

# July

## Historical Highlights

One of NPS's beloved peacocks made a big impression in 1998 when he sashayed into Herrmann Hall and decided to depart via the east transept window. While Mr. Peacock eventually escaped unharmed, such was not the case for the impressive sheet glass window that had been poured and installed for the third rebuilding of the Hotel Del Monte in 1926 and which now sported an enormous crack. According to a July 1999 article by Javier Chagoya "only Tempaglass International of Portland, OR, had the ability to manufacture such a large



replacement window to contemporary safety standards. Gone was the rippled glass of yore — the new three-quarter inch tempered glass is 130 inches by 140 inches and weighs 1,300 lbs."

Naval Support Activity Monterey continues its phased, multi-year renovation of Herrmann Hall. As part of the FY13 project the balconies will be restored, the entire building painted, and the La Novia Terrace will be returned to an outdoor patio as it was in 1926.

*Historical Highlights are provided by the Dudley Knox Library.*



# August

## Historical Highlights

The Navy's second WWII command at Hotel Del Monte, the Naval Technical School (NTS), boldly announced the end of the war in August 1945 in its command newspaper, *The Technavian*.



One young officer stationed at NTS Del Monte who was a student editor for *The Technavian* would subsequently join thousands of returning veterans and use the Serviceman's Readjustment Act of 1944, commonly known as the G.I. Bill of Rights, to return to college and later join the Naval Postgraduate School faculty.

In an NPS career that has spanned four decades, Distinguished Professor Emeritus Don Gaver has guided dozens of thesis students on defense-relevant research, including the work of incoming NPS President retired Vice Adm. Ron Route. Gaver was elected a member of the National Academy of Engineering and elected a fellow of five professional societies — the Institute for Operations Research and the Management Sciences (INFORMS), American Statistical Association, Institute of Mathematical Statistics, American Association for the Advancement of Science, and the Royal Statistical Society. In 2012, Gaver received the prestigious J. Steinhardt Prize from INFORMS in recognition of his life work.

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# September

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The field experiments are a far cry from the early days of robotics research in the NPS laboratories and classrooms, like the thesis project called Robart I, developed by Lt. Cmdr. Bart Everett in the early 1980's. Robart I was one of the first behavior based robots ever built. It now resides in a museum at the SPAWAR Systems Center in San Diego where Everett is technical director for robotics.

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# October

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This photo captures three aviation cadets from the Del Monte Pre-Flight School's 19th Battalion marching briskly down the front steps of the hotel, now known as Herrmann Hall. Shown (left to right) are Company Commander R.D. Murray, Battalion Commander I. J. Norris and Bravo Company Commander Frank Rohrback. Today, the Navy is engaged in a \$6.4M building renovation project to repair the building's exterior and recapture some of the Del Monte's original architecture.



*Historical Highlights are provided by the Dudley Knox Library.*

# November

## Historical Highlights

The first NPS class reported for studies in November 1909, when the program was called the School of Marine Engineering. The first appointed faculty was Lt. Guy K. Calhoun, a mathematician whose first publication, "Products of Arcs and Sines of 15-Degree Rhumbs," would soon be issued by the Government Printing Office in 1910.



Calhoun's monograph is still in print today and the NPS Department of Applied Mathematics continues the tradition of research and publication initiated by Calhoun. The department annually identifies "The Hot 5," which lists the five most heavily cited works

and computes a five-year impact index by ranking these papers. This data is accessible on the department's website.

Calhoun's legacy can also be seen in the Dudley Knox Library's institutional repository, which adopted Calhoun as the repository's name. The archive was created to make NPS-created scholarly content visible, searchable and freely available to the public. Currently, more than 23,000 NPS theses are accessible via Calhoun.

*Historical Highlights are provided by the Dudley Knox Library.*

# December

## Historical Highlights

*With this issue, we invite you to help tell the NPS story.*

**Can you name  
the NPS professor  
shown here?**

HINTS:

1. He was once scheduled for execution by the Japanese during WWII.
2. He was spared execution due to the efforts of his former students from Japan who were members of the execution review committee.
3. He was the first person to receive a doctorate in International Relations from a U.S. school and a former diplomatic envoy to the Philippines.



*Think you know to whom we are referring? Follow this link to contribute to the story: <http://bit.ly/1diNjW1>.*

*Historical Highlights are provided by the Dudley Knox Library.*

**The professor shown in the December 2013 Historical Highlight was Dr. Claude A. Buss. Following is a response to one of the questions:**

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*"A favorite? There are so many. But one that stands out is when he went on his last trip to visit Asian countries with two NPS students, at age 92 Claude wore them out with his boundless energy - they were only 28 or so, and couldn't keep up the pace. They visited about 10 different countries. And when Claude visited Beijing, China on that trip, the person who came out to greet him was none other than Jian Jemin, the Prime Minister of the PRC - people there pay attention to whom the really great men are - and Claude Buss was clearly in that category! And when he met with you one-on-one, he gave you his full attention, as if to convey that whatever you had to say was important for him to hear it - he was magic!"*

Professor Mitch Brown  
Naval War College

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## **Dr. Claude Albert Buss**

Dr. Claude Albert Buss

b. Sunbury, PA - November 29, 1902

d. Palo Alto, CA - November 17, 1998

Education

Washington Missionary College – B.A. (1922)

Susquehanna University – M.A. (1924)

University of Pennsylvania – PhD (1927)

University of Southern California – L.L.D

Memorial Resolution: Claude A. Buss

<http://news.stanford.edu/news/1999/april21/membuss-421.html>

Obituary – San Francisco Chronicle, November 23, 1998

<http://www.sfgate.com/news/article/Claude-Albert-Buss-2977257.php>