

2013

College of the Holy Cross Libraries Annual Report 2012-2013

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College of the Holy Cross Libraries Annual Report



2012—2013

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Director of Library Services

By Kathleen M. Carney

Preparing for the Library of the Future

If last year was notable for the work done to reflect upon, analyze, define, and document a path to our future, this year, we have seen many concrete steps taken toward a measured implementation of that strategic vision. Building on the work done with organization consultant Sam Demas, by design, an inclusive process with staff from all areas of the Libraries, we organized an overall strategy that addressed the resulting recommendations into two distinct phases: Phase I, focused on realigning staff roles and structures to accelerate an increased emphasis and support of the Libraries' role in support of teaching and learning campus-wide (see attached revised organization chart); and, Phase II, redistribution and redefinition of collection management and services operations. Phase I work has been the major focus for FY13, the first year of our strategic plan implementation. Phase II implementation planning is underway and will be accomplished over the coming fiscal year.

Phase I consisted of implementing a new senior leadership team organized to strengthen focus on integrating communication efforts and expertise to better facilitate student learning and engagement and support faculty productivity. Chaired by myself, the team meets weekly and has been instrumental in ensuring our new organization receives the proper support and attention to advance the strategic priorities we have identified. Having library services, educational technology, and archives and special collections working together at this level is a key piece to effectively reconceptualizing Dinand Library. Also, building on the inclusive spirit which defined our planning process, all program and policy development, communication, and planning are grounded in the work of several cross functional teams: Teaching and Learning; Collection Services; Digital Library Development; and Web Services. A Marketing and Communications Task Force has also been appointed to improve efforts to promote resources, services, and programs across the board.

With any such organizational redefinition and renewal, the devil is definitely in the details, and implementing the new structure has been achieved through the insightful and diligent coordination of Karen Reilly with guidance and support from the Dean's office and Human Resources. Noteworthy results include new role definitions and, in some cases, promotions, for some staff, a new addition to our teaching librarian ranks, and another recruiting effort underway, one to appoint the new Head of Research and Instruction Services. This last came about as a result of the retirement of Patricia Porcaro, Head of Reader Services, who retired after a very distinguished career at Holy Cross. A career noteworthy for her tireless and inspired advocacy efforts to embed librarians in more meaningful ways in the academic lives of our students and faculty. Her legacy is clearly discernable in many of the priorities articulated in our strategic plan.

While the above largely addresses efforts made internally to launch our implementation process, notable campus-wide communication and engagement opportunities were also realized this past year. Namely, my presentation to the Academic Affairs Committee of the Board of Trustees on "The Library of the Future," and Karen Reilly's presentation to the MAG Spring meeting on "Preparing for the Library of the Future." Of even greater note and potentially transformative impact was the work Mary Morrisard-Larkin was charged to undertake by the President's Office to study and propose likely imperatives for educational technology at Holy Cross. All of these

logically and compellingly reinforce many of our strategic expectations around an increasingly collaborative and integrated delivery of academic services.

That work and the vision of the future of library services at Holy Cross being one which is fundamentally collaborative and meaningfully integrated with the wider teaching and learning enterprise is already taking shape. Below are just a few highlights, aligned within the strategic themes laid out as priorities for the next three years:

Teaching, Learning, and Engagement

- iPad Initiative: highly successful collaboration among Education Technology, The Center for Teaching, and Information Technology Services. KJ Rawson (Composition), Lynn Kremer (Voice in Acting), Ann Marie Leshkovich (Ethnographic Field Methods) were given iPads and support to “mobilize” a class and report on the experience from their and their students’ perspective. Planning is underway to expand for next year.
- Personal Research Sessions have tripled over the past year. These one-on-one research consultations with a librarian have proven very popular with students and are now being routinely promoted by faculty members.
- Science Library sponsorship of the reading event “Opposites Attract: Exploring the Bond Between Science and Literature.” A culminating event which was part of a collaboration between Barbara Merolli, Science Librarian, and Leila Philip for Prof. Philip’s Writing Science course.
- Alan Karass, Music Librarian, successfully mentored three students through a process resulting in each being awarded a Mellon grant to conduct research in Tunisia, consisting of spending five weeks doing fieldwork in Tunis, Douz, Tozeur, and Kebili under Alan’s supervision. This is the second year for the program, conceived of and organized by Alan.

Information Resources: Discovery, Access, and Stewardship

- *CrossWorks*, an open access repository of Holy Cross institutional and scholarly work, had a “silent” launch at <http://crossworkks.holycross.edu/>. To date, the CrossWorks Implementation Team has worked to gather and publish selected digital content to build a pilot site which will be more formally promoted and expanded in the coming year.
- Negotiation of “scope of work” and signing of contract with Sustainable Collections, a library collections analytics vendor to design a collections data mining and evaluation platform for the Holy Cross Libraries (including the Worcester Art Museum Library). This customizable tool will be invaluable in modeling various scenarios in an effort to determine the right balance of physical, electronic, and cooperative collections relative to other space needs such as program space for users and staff
- For Archives & Special Collections this was the year of the Presidents, as significant processing, organization, or set up was performed for the Fr. Brooks, Fr. McFarland, and Fr. Boroughs archival collections. In Special Collections, major progress continues in the project to catalog the rare book collection. Of the 6000 remaining in the backlog, 1000 were cataloged this past year. Archives & Special Collections’ staff hosted a very successful reception for the Holy Cross Jesuit Community to showcase some of the rare Jesuitana Collection, and to thank the community for their support in partially funding some of the cataloging work.

- Implementation of ILLIAD and beginning of transition to Moodle for delivery of electronic reserves materials. ILLIAD is the state-of-the-art interlibrary/document delivery management system which will enable the Libraries to introduce more effective and convenient patron empowerment features. The Moodle transition essentially follows a trend which has been developing for several years, and will now be facilitated with closer library support for faculty as we migrate off what has become an obsolete system.

Library Environments: Renewal of Dinand Library and Creation of Dynamic Learning Spaces

- The Dinand Library Reading Room experienced a much needed and extensive facelift last summer and served as a fitting and elegant venue for the academic panel which was a part of the Presidential Inaugural events for Fr. Boroughs' inauguration this past year.
- In keeping with our focus on improving effectiveness in Teaching and Learning support, we were able to install two consultation cubicles for research and instruction and education technology staff to use for consultations with students. We also created two new group/collaborative spaces in Dinand. One, in the Periodicals Area, can serve as a conference/seminar room for staff or as a group study space for students, depending on demand. A "mobile" teaching space/collaborative study space was also created on the second floor using furniture that is highly mobile. For the teaching space part, an iPad cart has been provided by Information Technology Services and its use with faculty is being coordinated by Education Technology Services.
- The Worcester Art Museum Library is again facing an uncertain future regarding its mission and space. Debby Aframe, WAM Librarian, organized numerous site visits and a very successful symposium, *REDesign Libraries: A Dynamic Exchange of Ideas around the Future Usage of Library Spaces*. This coming year will be key in defining the WAM Library's role with area colleges given the administrative and space challenges facing the Museum.
- Several meetings were held with the Dean's Office, College facility administrators, and principals from Sasaki and Associates to continue the conversation about the best physical future for Dinand Library. Throughout our organizational review and strategic planning work, and experience with the increasingly collaborative nature of our day-to-day work it is becoming clear that a direction is emerging. That future may in all likelihood be one which takes advantage of Dinand's physical location as "At the Heart of Academic Life" and forges an integrated learning center with that as a guiding principle. Engaging our campus community in conversation regarding those principles, particularly faculty and students, should be a critical undertaking this coming year.

Looking Ahead

While much has been accomplished in terms of implementing Phase I of our strategic plan, much remains to be done. We continue to approach this next implementation phase with a great deal of confidence, confidence based on the knowledge and experience demonstrated by library staff already performing much of the new work very capably. The changes we will implement, then, are designed to facilitate the work and better equip a very effective and creative staff to strengthen and expand their contributions in the face of ongoing change. Specifics reflecting examples of the impressive accomplishments of staff from all areas of the Libraries as demonstrated over this past year are well documented in the reports that follow.

Associate Director & Head of Technical Services by Karen Reilly

In the spring of 2012, the Library Division underwent an intensive Strategic Planning and Organizational Review process with Sam Demas Collaborative Consulting. Much of this past year has been spent addressing the resulting suggestions relating to staff reorganization, collection management, and workflow analysis.

Organizational Review

A major task recommended by Sam Demas' final report and the Organizational Review Working Group was a reconfiguration of the organizational structure. Since several staff assignments needed revision, the process was divided into two phases. Phase One was coordinated by the Associate Director and resulted in the promotions of Eileen Cravedi to Head of Access and Discovery Services, Laura Hibbler to Coordinator of Research and Instruction, Bob Scheier to Systems Librarian, and Slavica Zukic to Access Services Coordinator. Two new positions were also hired: Research, Instruction, and Outreach Librarian (Jennifer Adams) and Digital Scholarship Librarian (Lisa Villa). All of the necessary funding was available from unfilled positions.

The first phase of this reorganization concentrated on the Public Services division. The second phase will address the Technical Services Division, whose name may change to Collection Services. In the last few years, there has been a major shift from the purchase and processing of print materials to electronic content. The electronic process requires a higher level of skills (negotiation, licensing, html, and other technical skills) and it has been the responsibility of one person. This is no longer feasible. A Technical Services Task Force (Karen Reilly, Chair; Diane Gallagher, Mary Moran, and Bob Scheier) is evaluating workflow and will recommend efficiencies and staff reassignments.

Institutional Repository

The "CrossWorks Implementation Team" (Karen Reilly, Chair; Sarah Campbell, Alice Howe, Barbara Merolli, Mary Moran, and Lisa Villa) completed the website (<http://crossworks.holycross.edu/>) in November. A sample of digitized items from the Archives (yearbooks, student handbooks, and newspapers) and the New England Province Archives (Al-Hikma University and Baghdad College Yearbooks and the book Jesuits by the Tigris) are loaded on the site. Lisa Villa was recently hired as the Digital Scholarship Librarian whose major responsibility is to acquire content for CrossWorks. Over the course of the summer, we expect to acquire a sampling of faculty and student scholarship. The Scholarly Communication Team is currently working on promotional materials. By this time next year, we hope to have hundreds of items in the open access website that showcases the work of Holy Cross faculty, staff, and students as well as items from the Archives and Special Collections.

Library System

The Linux operating system is no longer under maintenance and a decision needed to be made whether to upgrade to Innovative's Sierra system or just upgrade Linux and investigate other systems.. The library staff is aware that new cloud systems with substantial knowledgebases (OCLC Worldshare and Intota—Serial Solutions) are being developed that have the potential to create workflow efficiencies and an improved interface for the patrons. The patron interface could be a Google like search across all our databases, including CrossWorks. The decision was made to upgrade the Linux software and to monitor the progress of the cloud systems. So far, Innovative Interfaces has not developed this capability.

The Collection

In FY2013, 77% of the acquisitions budget was spent on electronic resources (databases, e-journals, and e-books). Seventeen e-resource packages were added and many more evaluated. This significant shift in the format of our content is directing us to rethink many of our procedures. As mentioned before we are reorganizing our staff to mainstream electronic ordering and receiving workflows. The Collection Management Team is charged with proposing an alternative allocation formula. The current formula focuses on monographs which is no longer the material most requested. Many of our e-resources are interdisciplinary and therefore it is not possible to attribute a portion of the cost to any specific academic department. The physical collection is in serious need of "rightsizing." Only 9% of the collection has circulated in the last two years. A project of discarding duplicate copies has been started. Sustainable Collections, a consultant firm that specializes in deselection-decision support tools and services, will be hired to assist us with the process of identifying underutilized materials. The size of the print collection is a major factor in our ongoing discussion of the reconceptualization of Dinand as it relates to creating space for collaborating with other academic support departments.

Print Management

The number and cost of printing has risen dramatically. In FY2011, 2,850,780 prints were made at a cost of \$34,667. In FY2012, 2,614,823 prints have been made at a cost of \$35,621. In FY2013, we had technical difficulties with the print counter; however, \$55,689 was spent on toner and paper for a 57% increase in cost.

Budget

Budget predictions are always difficult. Requests for monographs are decreasing while requests for the more expensive subscription based database and e-journal requests are increasing. Many of these databases include a large one-time capital fee. The Collection Development Committee maintains a "wish list" and orders accordingly at the end of the fiscal year. Recent developments include two major gifts (\$650,000 and \$150,000) which will alleviate some of our budgetary concerns.

Access & Discovery

by Eileen Cravedi

Many changes in Access and Discovery Services this past year have contributed to the overall restructuring/reconceptualization of library services. First of all, the name. Resulting from our Strategic Planning process and Reorganization our name was changed from Access Services to Access & Discovery Services. The most notable change to our group is the addition of a Systems Librarian, as the duties of our former Electronic Resources Librarian are delegated. The Systems Librarian will primarily be responsible for the management of our Library Information System, our Library web presence, and our discovery platform/services. A couple of positions have been upgraded to more appropriately reflect responsibilities and levels of service to the Holy Cross community. This past year our Stacks Supervisor retired so we took that opportunity to restructure our Circulation Supervisor position into that of Access Services Coordinator with full responsibility for daytime circulation, traditional reserves, stacks maintenance, and supervision of all our student workers. Our other upgraded position, also titled Access Services Coordinator (but at a different pay scale), was adjusted to provide more concentrated services in the areas of electronic reserves, document delivery, library technology, laminating/book repair, and meeting room set-up as well as first line back up for circulation and interlibrary loan lending – truly a “jack-of-all-trades” in access services.

On the technology front a couple of new developments have been made or are in progress to better serve all of our patrons, students, faculty, and staff. We are moving to ILLiad as our means of providing interlibrary loan services in a much more patron friendly manner. ILLiad is the leading interface/platform in interlibrary loan services and management. We are excited to be able to offer this interface to our patrons, where they will be able to track the status of their requests at any point in time. We have been using ILLiad for the lending side of our operations since January and hope to have the borrowing side up shortly. Another major technology change under way is in how we provide electronic reserve services. Since 2001 we have been using a product called ERes, now with technological advancements and evolving patron expectations, we will make the transition to providing electronic reserves right in our course management system, Moodle. We will always provide electronic reserves, we are simply in the process or transitioning the delivery mode. We anticipate that this transition will be complete by the end of the 2013-14 academic year.

Some physical changes have taken place in Dinand this past year. When we moved the traditional reserves from the second floor to the circulation desk last year, that freed up a good amount of study space. During the winter break the room was converted into an iPad classroom with white boards and movable furniture. This room may be reserved for class time, but other times it provides much needed flexible group study space. Members of the Access and Discovery Services area are actively engaged in various library team resulting from the strategic planning process. We continue to provide 24/5 access to Dinand Library with 24/7 access

during finals. Working in conjunction with Acquisitions & Cataloging, our overnight staff members continue the multiple copy weeding project,

Those of us in Access and Discovery Services look forward to exploring the integration of library & technological innovations in providing exceptional service to all of our patrons. We welcome the opportunity to work closely with the Research & Instruction Services group as well as all the academic and administrative departments across campus so that all will collaborate with us in creating the library of the future.

Archives and Special Collections

by Mark Savolis

This report highlights the activities and accomplishments of the College Archives and Special Collections Department for the 2012-2013 academic year.

Processing the President Brooks collection was the major activity in both time and scope this year. The entire archives staff, including student-workers, was involved with incorporating over **70** boxes of records, photos and memorabilia into the existing President's collection. Sue Selby continues with this work and is rewriting the finding aid for all this material and shredding duplicate or sensitive material. There were **48** new archives accessions and most of this material has been incorporated into the collection. Sue and the students continued to copy the information from our early scrapbooks and file it, they created lists of honorary degree recipients and honors theses, updated President McFarland's Papers and created a record group for President Boroughs.

There were **423** registered visitors to the archives this year as compared to **337** for last year. This year **6** art classes used our growing collection of art sketchbooks. We provided tours and research assistance to **3** history classes. Several other student groups visited the archives including a class of Worcester State students.

The number of our exhibits was reduced to **4** in order to extend our "Opening Doors" exhibit for the full year of the 40th anniversary of coeducation. Two exhibit cases were moved into the rotunda of the library and will be able to use that space for additional exhibits. Our poster exhibit "A President's Eye View" was mounted for the president's inauguration in September.

There was continued progress on cataloging the rare books. Nancy Singleton cataloged **265** volumes in the Jesuitana collection and the cataloging staff added **596** volumes into Millennium for Special Collections. We hired a Bibliotemps cataloger in June to help reduce the backlog of approximately **6,000** uncataloged rare books. Our hope is that this effort will reduce the backlog by **1,000** volumes by summer's end.

Mark and students processed **8** Special Collections and created a container list for the Deaf Catholic Archives. Sarah did a major update of the Archives website incorporating changes and additions to the Special Collections online finding aids.

Sarah served on the committee establishing *Crossworks*, the digital repository. We digitized **15** yearbooks and also the James Michael Curley Microfilms. These digital assets will be added to *Crossworks*. We had **5** early college account books conserved by bindery. We reformatted 2 videos to DVD's. We purchased an additional map case to store a growing collection of oversize flat material.

Mark and Sarah, serving as a local arrangements committee hosted a very successful Spring 2013 New England Archivists meeting and 40th anniversary celebration in the Hogan Campus Center in March. This event was attended by over 325 archivists and was the first time this organization held a three day meeting. We also hosted a meeting of the Trustee's Academic Affairs Committee and the College's Diversity Committee. The *Today Show's* interview with Eddie Jenkins was held in our reading room. We held a reception for the Holy Cross Jesuit Community to thank them for their financial support for cataloging the Jesuitana collection.

Educational Technology by Mary Morrisard-Larkin

This past year has brought some interesting opportunities for Educational Technology to introduce new technologies to faculty and students and explore others that could greatly enhance what is currently available to them. Moreover, we have strengthened our working relationship not only with Information Technology Services but also with the Center for Teaching and Amy Wolfson, Associate Dean for Faculty Development. We have all worked together to plan events and share resources to support several joint initiatives, and the response from faculty has been very encouraging.

Our most significant project of the year was the iPad initiative that was sponsored by the Center for Teaching, Educational Technology and Information Technology Services. Twelve faculty members received iPads from the College and gift cards to purchase apps. Those twelve faculty along with three other iPad users participated in two workshops during the summer where they learned about how the iPad could be used for teaching and learning.

During the Fall semester, those same twelve faculty members were invited to propose ways that they might use iPads in a class of 19 students or less during the Spring semester. The three faculty who were chosen included KJ Rawson and his Composition course, Lynn Kremer and her Voice in Acting course, and Ann Marie Leshkovich and her Ethnographic Field Methods course. Prof. Rawson created a paperless classroom where the idea of writing digitally was considered and where students critiqued each other's work on the iPad itself. Students in the other two courses used the many tools offered by the iPad to collect data that was needed for research projects and/or to monitor their own progress in the course.

Interest in the iPads continues to grow amongst the faculty. Information Technology Services agreed to purchase a cart that could hold an additional 20 iPads and be shared by multiple professors. Three faculty members used the cart during the semester. Additional faculty were interested but wanted students to take the iPads out of Dinand which we could not accommodate. Furthermore, twelve more faculty members will receive iPads this summer and participate in workshops.

Perhaps inspired by the iPad project, the College's president and other senior administrators started to take a closer look at educational technology resources at the College in Fall 2012. A series of meetings were held between these administrators, the Director of Educational Technology and the Director of Information Technology Services with a focus on identifying needs and how the Capital Campaign might help fulfill some of them. In a proposal written by Mary Morrisard-Larkin and Ellen Keohane, several funding priorities were established, including Faculty grants to encourage the exploration of new learning technologies, the purchase of hardware and software that would allow faculty to experiment with flipped classroom pedagogy, and funds for additional hires in both Educational Technology and Audio-Visual Services. Ideas from that document have been well received by the Board of Trustees and the President's Advisory Board and we are awaiting the next step in the process. In the meantime, Educational Technology continues to look for ways to use current resources in new and more collaborative ways. There are currently plans to re-design the Scalia Classroom as well as thoughts of creating a digital design studio in the Multimedia Resource Center.

Music Library by Alan Karass

The 2012-2013 academic year was an active one for the Music Library. Since our renovation in 2011, the Music Library has become a popular spot for studying. Our security gates have registered 60,214 visitors since the beginning of the academic year. This is a 12% increase from five years ago. Our collections and services effectively support students needs, the curriculum and faculty research.

Alan Karass provided library instruction sessions to 10 Music Department classes, 14 Montserrat classes, and 2 Philosophy classes, reaching a total of 522 students. Tours and hands-on research training in the library complemented these classes. He answered over 530 reference questions during the academic year: 124 extended, 159 medium-length, and 251 quick/directional questions.

This is the fourth year that the Music Library and the Music Department used Moodle to offer access to reserve material for most courses. Journal articles, book chapters, scores and MP3s were made available online in compliance with copyright law. Students and faculty were extremely satisfied with Moodle. It ensured that essential course materials were available all the time. Two audio streaming services continue to be offered to the college community, Naxos Music Library and Music Online (Alexander Street Press). Recordings from these services are regularly used by students and faculty and are invaluable supplements to our traditional recording collection. The circulation of print resources remains steady despite the expansion of electronic resources. This year's circulation transactions totaled 6,652, an increase of 11% from last year. The number of reserve room transactions was 585, a decrease of 25% from last year.

The Music Library's collections continue to grow at a consistent rate. Approximately 200 compact discs, 150 scores and 110 books were added this year. We continued to expand the collection in all areas. This year the emphasis was on medieval and popular music, jazz, and the music of Southeast Asia, Africa and the Middle East. Approximately 700 book, score, video and sound recording titles were ordered this year.

The Music Library continues to be aggressive about collection preservation and bindery projects. Approximately 55 items were sent to Acme Bookbinding during the 2012-2013 fiscal year. With the reduction of periodical titles comes an increase in the number of scores heading for the bindery, for it is more cost-effective to bind than to replace them.

Alan completed his fifth year of the Ph.D. program in Ethnomusicology at the Open University. As a result of research conducted with the support of a Research and Publication Grant, he presented a poster session titled, "I Remember ... Tunisian Personal Collections as National Treasures" at the International Association of Music Libraries and Documentation Centres Conference, July 24, 2012. Montreal, Canada. In March, Alan arranged for a performance of Tunisian music in the Brooks Concert Hall. The concert featured music by stambeli master Jameledding Boukraa and singer-songwriter Yasser Jeradi. Yasser, who is also an award-winning calligrapher, put collection of his recent works on exhibit in the Music Library. During the British Forum for Ethnomusicology Conference at Queen's University, Belfast, on April 6, 2013, Alan presented a paper on the role of technology in Tunisian music

education. He also edited two volumes of music for the American Recorder Society's Goldstein Editions Series. These editions will be published later this spring.

At Holy Cross, Alan continues to serve as a member of the Community Standards Board and the Library's Teaching and Learning Team.

Three students, Lucia Westin, Joe Dalton, and Connor Moynihan, received Mellon Grants in order to conduct research in Tunisia this spring under Alan's supervision. They will spend five weeks doing fieldwork in the cities of Tunis, Douz, Tozeur, and Kebili.

Julia Severens has made significant progress cataloging items from our compact disc backlog while successfully managing student staff, circulation, equipment, and reserve room operations. She will be retiring at the end of the fiscal year after 18 years of service.

Reader Services

by Patty Porcaro

The organizational review portion of the Library Strategic Plan has brought about several changes to the Reader Services Department this academic year. The new title of the department, **Research and Instruction**, focuses staff energies on teaching and learning and creating more opportunities for integrating Information Literacy skills into the curriculum. Some of the administrative oversight of the Reader Services position were modified and the responsibilities redistributed. Accordingly, the Position Content Description of Reader Services needs to be revised with the tentative title, “Head of Research and Instruction. “

As the organizational review placed such a large emphasis on staffing needs, this report begins with an appreciation of the notable changes that will strengthen the educational impact of the Research and Instruction Department.

Staff

Eileen Cravedi, Access Services Librarian, was promoted to “**Head of Access and Discovery Services.**” Eileen will serve a prominent role in defining and developing a strategic vision for discovery services but will also continue her active participation in providing extraordinary research and instruction services to the Holy Cross Community.

Laura Hibbler, Reference and Instruction Librarian, received a long overdue promotion and new title, “**Coordinator of Research and Instruction.**” Laura has already been performing many of the duties of this role by promoting an integrated library research and instruction program across campus in support of student learning by working collaboratively with the other campus librarians and affiliated departments.

It is heartening to note that one of the priorities of the organizational review section of the Library Strategic Plan, the need for additional staff in Research and Instruction, has been realized at this writing. A new “**Research, Instruction, and Outreach Librarian**” has been hired and will begin her duties in August 2013. Much appreciation goes to Eileen Cravedi who was the chair of the search committee.

The Organizational Review Working Group also looked at the governance structure and suggested that the Branch Libraries report to the Head of Research and Instruction—with a dotted line to the director for issues going beyond research and instruction. This recommendation will most likely be modified as other logistics and concerns arise. However, I take this opportunity to thank Barbara Merolli, **Science Librarian**, for her exceptional management capabilities by improving library services, expanding hours, increasing research and instruction services, collaborating with faculty on special projects like the Opposite Attracts event that received such acclaim, embedding herself in the Natural World Cluster, and in countless other ways for her creative initiatives and contributions to the Libraries.

There were other significant changes in staffing that will be recounted by other library managers in their annual reports. However, thanks should be extended to staff like Gudrun Krueger who have maintained a certain amount of stability midst all these changes and I would be remiss if not recognizing the efforts of Diane Gallagher, Lisa Villa and Carolyn Sager who lent their professional skills on an ad hoc basis to help out the Reader Services Department and provide excellent consultative services to our students.

Finally, **the Ex-officio Head of Reader Services** retires feeling fortunate to have had the opportunity to work beside such a superb group of devoted staff who continually strive to provide excellent service to the Holy Cross Community on a daily basis thereby contributing to the mission of the Library and the College.

Research and Instruction

HEDS Research Practices Survey:

The Higher Education Data Sharing Consortium Research Practices Survey was administered twice during the past academic year and the results demonstrate the need for research education. While most students reported confidence in their research skills, the results indicated they often lack the skills necessary to conduct academic research at the college level. Laura Hibbler, Coordinator of Research and Instruction, has been visiting department chairs and discussing the results of the survey specific to their majors. She has received a very positive reception and it is expected that a more targeted approach to research support can be provided to students in the departments to develop more effective research skills. Concomitantly, the Spring Survey ended with an open-ended question and several students responded that they would like more instruction on conducting academic research.

Personal Research Sessions:

Personal Research Sessions have tripled in this academic year. (Please see comparative statistics at the end of this narrative.) This new service was initiated during the fall semester of last year (2011) and allows students to schedule a one hour appointment with a Research Librarian at a time that fits their timetable. It has been a resounding success. The Coordinator of Research and Instruction has maintained the calendar and coordinated the sessions with the other Research Librarians based on availability and subject specialty (Science, Music). Students have been very enthusiastic about the service and it is very gratifying to receive such positive feedback from them. In the annual report of last year, there was a hope that space could be found to be more conducive to such interviews, offering a bit more privacy. At this writing, **consultative space** has been carved out of an area in the Periodicals Department previously used to house newspapers. Two small but inviting modules containing two computers each were built and have been put to good use by the librarians.

Montserrat:

A ceremony marking the fifth year of the Montserrat first-year program was celebrated this April. The Montserrat Librarians continue to make strides in embedding themselves in the clusters by attending activities, events and providing library instructional sessions when possible. Many Montserrat students also take advantage of the Personal Research Session service offered by the library. Many thanks must go to Denise Schaeffer, Director of Montserrat, for providing a venue for the affiliated librarians to meet with new faculty in the clusters and attend appropriate gatherings to learn more about the resource needs of the seminars.

AJCUVR:

As an inaugural institution member of the Association of Jesuit Colleges and Universities Virtual Reference Service, there have been many changes witnessed over the years. However, our central mission has remained the same: to provide a 24/7 virtual reference service that provides quality reference interactions to all current members of participating Jesuit institutions. It is most likely that the consortium will switch from the vendor, Tutor.com, to a new system provider, LibraryH3lp, Chatstaff. The service will be less expensive and more versatile. While transaction numbers seem to be lower at all institutions this academic year, it is nevertheless a valuable collaborative service.

Research & Instruction Statistics

| 2012-2013 | | 2011-2012 | |
|--|-------------|--|-------------|
| Reference Desk | 1854 | Reference Desk | 2408 |
| Circulation Desk | 2109 | Circulation Desk | 1463 |
| Periodicals Desk | 123 | Periodicals Desk | 217 |
| Text Reference | 32 | Text Reference | 59 |
| Chat/IM Reference | 35 | Chat/IM Reference | 42 |
| Email Reference | 112 | Email Reference | 167 |
| AJCUVR (HC Librarians) | 38 | AJCUVR (HC Librarians) | 71 |
| Total | 4303 | Total | 4427 |
| AJCU Virtual Reference | 81 | AJCU Virtual Reference | 202 |
| Personal Research Sessions | 376 | Personal Research Sessions | 159 |
| Course Integrated Instruction Sessions | | Course Integrated Instruction Sessions | |
| • Montserrat | 37 | • Montserrat | 36 |
| • Additional Courses | 105 | • Additional Courses | 67 |
| Online Course Guides | 48 | Online Course Guides | 53 |
| Faculty Workshops | 5 (14) | | |
| Workshops & Events for students | | Workshops & Events for students | |
| • Passport & Odyssey | 3 (94) | • Passport & Odyssey | 4 (160) |
| • Worcester area high school | 1 (30) | • Worcester area high school | 1 (12) |
| • Massachusetts National Honor Society | 2 (60) | • Massachusetts National Honor Society | 2 (60) |
| • Information Faire & Festival | 1 (128+) | • Information Faire & Festival | 1 (135) |

| | | | |
|---------------------------------|--------------|---------------------------------|--------------|
| Total Workshop Attendees | 2864* | Total Workshop Attendees | 2125* |
|---------------------------------|--------------|---------------------------------|--------------|

***Approximate figure for total workshop and special events attendees**

Science Library by Barbara Merolli

The science librarian, in collaboration with Daniel Bitran, Coordinator of Science Summer Research Program and Daniel Klinghard, Coordinator of the Humanities Mellon Grant Summer Research program, planned and hosted a Science and Humanities Summer Research Programs' Town Meeting on Collaboration Between Science and Humanities in the science library on July 23, 2012. At this event, approximately 30 summer research students met to enjoy pizza and discuss the collaboration between sciences and humanities in the classroom and research endeavors. The purpose of the town meeting was to identify ways in which collaboration is currently underway and ways in which to increase collaboration in the future.

For the second consecutive year, English Department Pr. Leila Philip invited Barbara Merolli, Science Librarian, to collaborate with her in her Writing Science course in spring 2013. The science librarian created a research guide for finding appropriate materials for scientific facts and creating a colloquium. The librarian met with students multiple times during the semester to view science related films (*South: Ernest Shackleton and the Endurance Expedition* directed by Frank Hurley and *Fast, Cheap and Out of Control* by Errol Morris); to hear guest speaker Biology Professor William Sobczak discuss scientific research and scientific writing; to discuss research efforts required for writing a science based essays, colloquiums, and books, such as *Oranges*, by John McPhee; and to plan and prepare for a reading event, *Opposites Attract: Exploring the Bond Between Science and Literature*, hosted by the science librarian in the science library. For the reading event, the students produced creative writing pieces centered around a scientific topic and participated in the planning, promoting, and preparation. The library staff set up the space, provided props, coordinated poster printing and the serving of refreshments. Promotion of the event included distribution of flyers and balloons throughout the campus; displaying a wallpaper poster on the libraries' public computers; emailing a save the date announcement and a follow up invitation; posting an announcement on the College's events calendar; creating window posters at Hogan Center and the science library; and issuing personal invitations from the students to their professors, advisors, class deans and friends. Preparation included creating posters of the students' works that were displayed in the library and a practice session. The event was a standing room only success with about 80 people in attendance.

Outcomes of this collaboration include the students' growth as they experience the writing and research process, the librarian's opportunity to discern the value of her instruction and interaction with the students, the increased interest in the collaboration of the humanities and science, and the need for science writing.

Use of the Science Direct Article Choice ("pay per view") program to request articles from journals published by Elsevier continued to be strong, with the purchase of 1,470 articles in the first 10 months of 2013 fiscal year. (1,462 total in 2012).

The libraries continue to subscribe to the Nature Publishing Group's (NPG) pay per article product. Statistics are unavailable.

The library continues to experience heavy demand for study space throughout the semester, with overflow demand during the study & final exam periods. Sample gate count in fall 2012 was 4,500 people and in spring 2012 it was 5,200, an all-time high, beating the next best time of 5,159 in February 2010 when the newly renovated integrated science complex officially opened.

As the Montserrat Natural World cluster library liaison, the science librarian provided bibliographic instruction sessions to six seminars and 17 individual students, and participated in several co-curricular activities, including a welcoming reception, a Worcester Art Museum tour of natural world artwork, and an end of year “SLO” dinner. Bibliographic instruction sessions ranged from one-shot overviews of research skills and tools, to a more embedded approach for one seminar with the librarian conducting three sessions over the course of the semester on three different topics: Selecting a Research Topic, Library Tools and Resources, and Analyzing Research Materials and Sources.

The science librarian participated in various outreach initiatives including the College’s Wellness Fair, the libraries’ Information Faire & Festival, Marketing Focus Group, and the Holy Cross sponsored Regional Environmental Council (REC) annual dinner.

Reference statistics were 861 directional questions (600 in 2012), 178 short reference questions (201 in 2012), and 126 extended questions (114 in 2012). Circulation statistics fell slightly from last year: book checkouts and renewals from 1,279 last year to 1,228, and reserves fell from 2,956 to 2,760. Periodicals fell again from 37 last year to 36. These decreases reflect increased use of digital technology and electronic resources.

Science librarian instruction sessions increased 36% over the previous year from 32 group sessions to 42 with a total of 795 participants, up from 509 last year. In three of the last four years, library instruction has increased at double digit rates: 26%, 27% and 36%, representing an enormous increase in the science librarian’s workload.

Recognition is extended to library assistants, **Carrie Peck** and **Heather Dennis**. Although part-time, Heather has contributed tremendously to the library by learning new skills and providing support in the areas of basic research assistance, tracking database and journal statistics, and collection development. She has on several occasions rearranged her work schedule to participate in special events and activities such as the Opposites Attract reading event and the College’s Open House events. The 25 **Student Assistants** also did a great job, especially considering they only work a few hours a week, and have many procedures, rules and regulations to remember.

Worcester Art Museum by Debby Aframe

The blockbuster news this year from the Art Museum was the announcement in March 2013 of the acquisition of the collection of the Higgins Armory, the third largest collection of armor in America. The Higgins Armory will be forced to close its doors on Dec. 31, 2013 due to dire financial challenges and will transfer its collection of over 2,000 objects to the Art Museum. This acquisition will significantly alter all aspects of the Museum's operations especially the Library. The Higgins' objects will be transported to the Museum soon after the closure of the Higgins Armory and will be installed in a newly designed exhibition called *Knights!* in the Hiatt temporary exhibition space, possibly until 2019. The master plan for the armor is for the entire collection to be permanently housed in both floors of the current library after the temporary exhibition is dismantled and moved in 2018-19. The upper floor of the Library (the Reading Room) will be gutted and transformed into a medieval gallery with a grand hall replete with full suits of armor, a Flemish tapestry, and the Spanish Ceiling. The bottom floor of the Library (currently closed stacks and offices) will be transformed into open storage for smaller objects from the Armory. The published timeline for the project states that the WAM Library will be relocated in 2018 within the Museum campus. The stated goal is to "define the role of an art library in the 21st century". The future home of the WAM Library has been identified as the current sculpture studio located in the Higgins Education Wing of the WAM. The sculpture studio is considerably smaller than the current square footage of the current library.

I was tasked with the project of defining "what the art library of the future looks like". In order to find the answer to that question, Kathleen and I decided a good approach would be to visit prominent art libraries in the area and view their operations and pose the same question. The libraries I visited were (I was accompanied on some visits by various people, i.e. Kathleen Carney, Matthias Waschek, Adam Rozan, Kristen Waters, and Marcia Lagerwey): Wellesley College Art Library, Phillips Library at the Peabody Essex Museum, Harvard University Fine Arts Library, Fleet Art Library at RISD (Rhode Island School of Design), and the Gordon Library at WPI. I also had a telephone conference with the Head Librarian at the Library at the Museum of Fine Arts in Boston. It turns out that most of the libraries I visited are struggling with the same issues that we are (i.e. running out of space, lack of funding, digital resources replacing print resources, and reduced staff). The ultimate solution is for the Museum to hire a Library Consultant to conduct a study and produce a report on the possibilities for the future of the WAM Library.

Another step the Museum took to find some answers was to host an event called *REDesign: Libraries; A Dynamic Exchange of ideas Around the Future Usage of Library Spaces* on May 3, 2013. One result of *REDesign* is that the library will move part of its Baroque collection to the newly reinstalled galleries.

Because of the Museum's fiscal challenges the WAM was forced to lay off 6 employees in February 2013. Fortunately, the Library was not affected this time but we are still operating with a reduced staff from a previous layoff. We continue to operate without reducing our hours or services thanks to our squad of 6 dedicated volunteers who together log over 2300 hours of service annually to the Library.

The Library mounted an exhibition of 4 political and music posters from the 1970's to complement the exhibition, *Kennedy to Kent State: Images of a Generation*. The posters were lent by a local collector who lived in Berkeley during the 70's. We also hosted WAM 101 again which had 292 student attendees from the consortium colleges and Career night which had 40 attendees. Unfortunately, Profs Night had to be cancelled at the last minute due to dangerous weather conditions cause by a freak snowstorm. Other news includes:

- I was granted \$4,000 from the Hawkrigde Foundation and \$2,000 from the Barnard Foundation to continue funding Roberta Pospisil's work on the Library's archival slide digitization project. There are now 21,012 object records in TMS Light, an increase of 22% over last year.
- The Friends of the Library have continued to flourish with 60 members and their triennial book sale grossed almost \$7000 last June. We met four times with interesting speakers and met 5 times for our book club.
- The Museum hired a new Director of Audience Engagement, Adam Rozan, who is now in charge of the Museum Library as part of the Audience engagement Division.
- Christine Clayton applied for and received a grant from the Digital Commonwealth/BPL to digitize 268 of WAM's early exhibition catalogs, starting with our first exhibition in 1898. She included all the metadata and the project was completed in April with our catalogs and metadata available on the Internet Archive which can be easily accessed from our website and the Digital Public Library of America.
- From the period March 1, 2012-March 1, 2013 the WAM Library received 6,427 page views (an increase of 6% over last year) and 5,067 unique views (an increase of 5% over last year).
- The College Liaisons continued to meet but were told in a special meeting with Adam Rozan that the Museum has cancelled all their programs, WAM 101, Profs Night, and Career Night in order to focus on new and more innovative programming with the Worcester colleges.

Appendix A: Library Staff Contributions to Holy Cross and the Profession

Holy Cross Committees

- Kathleen Carney: ETAG (Educational Technology Academic Group), ITPC (Information Technology Policy Committee)
- Eileen Cravedi: President's Task Force on the Environment, Wellness Committee, Future Technologies Advisory Committee
- Laura Hibbler: Student Preparedness Committee
- Alan Karass: Community Standards Board
- Richard Lent: CITISAC, iPad Pilot, Active Directory Group
- Mary Morrisard-Larkin: CLAC Planning Committee, ETAG (Educational Technology Academic Group)
- Barbara Merolli: Safety Committee
- Karen Reilly: CITISAC, Hate Not Here
- Patricia Porcaro: Senior Library Liaison to Montserrat
- Lisa Villa: Campus Center Advisory Committee

Worcester Art Museum Committees

- Deborah Aframe: College Liaisons Committee (Chair), Friends of the Library (Chair), Technology Committee, Education Committee, TMS Light User's Group (Chair)

Professional Committees

- Deborah Aframe: ARC Steering Committee, ARC Special Collections (Director Advocate)
- Diana Antul: ARC Access Services
- Sarah Campbell: ARC Special Collections, Digital Commonwealth Board (Conference Committee and Webmaster)
- Alessandro Camarra: ACRL New England Annual Meeting, Local Arrangements.
- Sarah Campbell: ARC Special Collections, New England Archivists Spring 2013 Local Arrangement Chair
- Kathleen Carney: ARC Steering Committee
- Christine Clayton: ARC Access Services
- Eileen Cravedi: ACRL NEC ASIG (Access Services Interest Group) Planning Committee
- Janis DesMarais: Visual Resources Association New England Chapter (Treasurer)
- Laura Hibbler: ACRL Immersion Program Committee, Resources for College Libraries Editorial Board, Historical Materials Committee (ALA RUSA History Section), NELIG Annual Program Planning Committee, Web editor for the History Section of ALA's Reference and User Services Association (RUSA)

- Barbara Merolli: E-science for New England Librarians Portal editorial board member, E-science for New England Librarians electronic newsletter peer reviewer
- Mary Morrisard-Larkin: AJCU-CITM Web Site and Collaboration Tool Committee
- Mary Moran: NETSL (New England Technical Services Librarians) Board, Local Arrangements (Chair)
- Patricia Porcaro: AJCUVR (AJCU Virtual Reference) (Institutional Coordinator)
- Karen Reilly: ARC Communications
- Mark Savolis: ARC Special Collections, New England Archivists Spring 2013 Local Arrangement Chair
- Robert Scheier: ACRL (Association of College and Research Libraries) New England Chapter Board of Directors, ACRL New England Chapter ITIG (Information Technology Interest Group) Chair
- Slavica Zukic: ARC Access Services

Presentations

- DesMarais, Janis. "Teaching Visual Literacy to Art History Students: Picking UP Where the Professors Leave Off," NELIG (New England Library Instruction Group) Annual Meeting, June 21, 2013.
- Hibbler, Laura. "Connecting with our Community through Research Consultations," Poster presented at the ACRL New England Chapter Conference, May 10, 2013.
- Hibbler, Laura. "Delving into Historical Newspaper and Periodical Databases: Searching Effectively for Primary Sources," New England Library Instruction Group Winter Meeting, December 7, 2012.
- Karass, Alan. "I Remember ... "Tunisian Personal Collections as National Treasures," International Association of Music Libraries and Documentation Centres Conference, July 24, 2012, Montreal.
- Karass, Alan. "The Role of Technology in Tunisian Music," British Froum for Ethnomusicology Conference, Queen's University, April 6, 2013.
- Morrisard-Larkin, Mary. "Flipped Classroom (Panel)," AJCU-CITM Conference, May, 2013.
- Morrisard-Larkin, Mary. "Learning Management Systems (Panel)," AJCU-CITM Conference, May, 2013.
- Morrisard-Larkin, Mary. "Mobile Learning," AJCU-CITM Conference, May, 2013.
- Morrisard-Larkin, Mary. "Moodle and Mahara (ePortfolios)," Nercomp Moodle SIG, February, 2013.
- Reilly, Karen. "Preparing for the Library of the Future," Management Advisory Group, Holy Cross, March 7, 2013.

Library Committees

- **Library Director's Council:** Kathleen Carney, Karen Reilly, Patty Porcaro, Eileen Cravedi, Mary Morrisard-Larkin, Mark Savolis
- **Library Planning Council:** Kathleen Carney, Karen Reilly, Patty Porcaro, Eileen Cravedi, Mary Morrisard-Larkin, Mark Savolis, Lisa Villa, Barbara Merolli, Bob Scheier, Mary Moran
- **Collection Development Committee:** Karen Reilly, Chair; Janis DesMarais, Diane Gallagher, Alan Karass, Barbara Merolli, Mary Moran, Bob Scheier,
- **Collection Management Team:** Mary Moran, Chair; Debby Aframe, Diane Gallagher, Holly Hunt, Gudrun Krueger, Slavica Zukic
- **CrossWorks Team:** Karen Reilly, Chair; Sarah Campbell, Alice Howe, Barbara Merolli, Mary Moran, Lisa Villa
- **D-Plan Disaster Preparedness Committee:** Sarah Campbell, Chair; Tess Huaman
- **Digital Scholarship Librarian Search Committee:** Karen Reilly, Chair: Sarah Campbell, Janis DesMarais, Andrew Lambert, Mary Moran,
- **Library Faire and Festival Committee:** Laura Hibbler, Chair; Debby Aframe, Alessandro Camarra, Eileen Cravedi, Janis DesMarais, Alan Karass, Rich Lent, Barbara Merollis, Bob Scheier, Lisa Villa
- **Marketing Task Force:** Barbara Merolli, Chair; Eileen, Laura Hibbler, Carrie Peck
- **Promotional Materials Committee:** Barbara Merolli, Chair; Laura Hibbler, Lisa Villa
- **Research, Instruction and Outreach Librarian Search Committee:** Eileen Cravedi, Chair;
- **Scholarly Communication Team:** Lisa Villa, Chair; Christine Clayton, Tess Huaman, Andrew Lambert, Mary Beth Pappie,
- **Teaching and Learning Team:** Laura Hibbler, Chair; Janis DesMarais, Alan Karass, Rich Lent, Sue Selby,
- **Technical Services Workflow Task Force:** Karen Reilly, Chair; Diane Gallagher, Mary Moran, Bob Scheier
- **Web Services Team:** Bob Scheier, Chair; Diana Antul, Alessandro Camarra, Sarah Campbell, Renee Haddad, Phil Telemaque

Appendix B: Summary Library Statistics

| | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 |
|--|-----------|-----------|-----------|-----------|--------------|
| | | | | | as of June 1 |
| Collection Development | | | | | |
| Expenditures: | | | | | |
| Print monographs | \$258,427 | \$230,180 | \$199,421 | \$173,225 | \$154,993 |
| Print journals | \$487,973 | \$407,374 | \$408,035 | \$179,965 | \$181,617 |
| Databases | \$175,474 | \$181,115 | \$174,890 | \$246,702 | \$135,140 |
| E-Books | \$10,994 | \$69,772 | \$82,141 | \$74,142 | \$63,819 |
| E-Journals | \$410,214 | \$525,810 | \$570,112 | \$844,626 | \$948,724 |
| Holdings: | | | | | |
| Print Volumes | 620,627 | 626,726 | 632,171 | 634,749 | 637,019 |
| Electronic Books | 8,272 | 9,067 | 9,282 | 88,876 | 90,830 |
| Print Journal Subscriptions | 1,334 | 1,261 | 1,034 | 960 | 957 |
| Electronic Journal Subscriptions | 3,563 | 4,132 | 5,128 | 5,264 | 5,476 |
| A-Z list e-journal titles | 31,974 | 38,302 | 46,648 | 60,707 | 61,429 |
| Circulation (Check-Outs) | | | | | |
| Dinand | 23,086 | 22,554 | 18,517 | 17,992 | 14,307 |
| In-House | 3,583 | 2,757 | 3,139 | 2,685 | 1,814 |
| Science | 1,629 | 1,764 | 1,578 | 1,309 | 1,502 |
| Music (minus equipment and keys) | 3,486 | 3,270 | 3,306 | 5939 | 2,826 |
| Reserves | | | | | |
| E-Res (document hits) | 151,419 | 129,904 | 119,507 | 88,651 | 97,918 |
| Dinand Print | 1,960 | 1,499 | 1,636 | 1,238 | 1,332 |
| Science Print (minus keys) | 835 | 1,791 | 1,823 | 1,171 | 1,567 |
| Music | 973 | 1,036 | 796 | 764 | 585 |
| InterLibrary Loan/Document Delivery | | | | | |
| Dinand | | | | | |
| Borrowed | 3,321 | 2,988 | 2,794 | 2,924 | 2,653 |
| Loaned | 5,859 | 6,013 | 5,813 | 6,242 | 6,425 |
| Science | | | | | |
| Borrowed | 182 | 259 | 111 | 92 | 91 |
| Loaned | 556 | 555 | 455 | 454 | 414 |
| Articles Purchased | 676 | 1,457 | 1,162 | 1,462 | 1470 |

| | FY2009 | FY2010 | FY2011 | FY2012 | FY2012 |
|-------------------------------|--------|--------|--------|--------|--------------|
| | | | | | as of June 1 |
| Reference | | | | | |
| Dinand | | | | | |
| Extended | 303 | 305 | 323 | 424 | 322 |
| Quick | 1,407 | 1,711 | 1,649 | 1,533 | 1225 |
| Personal Consultations | | | | 159 | 376 |
| Science | | | | | |
| Extended | 92 | 149 | 101 | 114 | 126 |
| Quick | 221 | 259 | 217 | 193 | 178 |
| Music | | | | | |
| Extended | 116 | 106 | 152 | 101 | 124 |
| Quick | 205 | 217 | 131 | 191 | 159 |
| Visual Arts | | | | | |
| Extended | | 48 | 46 | 12 | 48 |
| Quick | | 150 | 131 | 43 | 110 |
| Email | | | | | |
| | 146 | 156 | 147 | 167 | 112 |
| Text and chat | | | | | |
| | | 22 | 107 | 101 | 67 |
| Virtual Reference | | | | | |
| | 218 | 219 | 93 | 202 | 81 |
| Instructional Sessions | | | | | |
| Dinand | | | | | |
| Attendance | 76 | 98 | 98 | 103 | 142 |
| | 1,334 | 1,599 | 1,988 | 2,125 | 2,864 |
| Science | | | | | |
| Attendance | 22 | 33 | 26 | 32 | 42 |
| | 340 | 446 | 467 | 509 | 795 |
| Music | | | | | |
| Attendance | 14 | 18 | 18 | 17 | 26 |
| | 267 | 452 | 452 | 292 | 522 |