

6-16-2014

# College of the Holy Cross Libraries Annual Report 2013-2014

Karen Reilly  
*College of the Holy Cross*

Follow this and additional works at: [https://crossworks.holycross.edu/lib\\_annual\\_report](https://crossworks.holycross.edu/lib_annual_report)

 Part of the [Library and Information Science Commons](#)

---

## Recommended Citation

Reilly, Karen, "College of the Holy Cross Libraries Annual Report 2013-2014" (2014). *Holy Cross Libraries Annual Reports*. 5.  
[https://crossworks.holycross.edu/lib\\_annual\\_report/5](https://crossworks.holycross.edu/lib_annual_report/5)

This Annual Report is brought to you for free and open access by the Information Technology Services at CrossWorks. It has been accepted for inclusion in Holy Cross Libraries Annual Reports by an authorized administrator of CrossWorks.

# College of the Holy Cross Libraries Annual Report



2013-2014



## Contents

Interim Director of Library Services.....	5
Associate Director & Head of Technical Services .....	7
Access & Discovery.....	10
Archives and Special Collections .....	11
Educational Technology .....	13
Research and Instruction Services .....	15
Appendix A: Library Staff Contributions to Holy Cross and the Profession .....	24
Appendix B: Summary Library Statistics .....	27



## **Interim Director of Library Services**

By Karen Reilly

The work accomplished this year in Library Services can be characterized as energetic, forward-looking, pro-active, successful, and productive as we continue to implement the strategic vision and organizational redesign formulated in FY2012. Externally, the library's profile has been raised with the publicity efforts of Jennifer Adams (Research, Instruction, and Outreach Librarian), the promotion of CrossWorks by Lisa Villa (Scholarly Communications Librarian) and the Dinand 2020 Committee report. Internally, the library staff have been actively reorganizing staff, reorganizing space, redesigning the website, researching and implementing new library systems, teaching new classes, constructing a podcast room, and much more.

Phase I of the new organizational structure implementation focused on the revised roles in the Reader Services Division. The division was renamed Research and Instruction Services clearly identifying librarians as partners in the teaching process. Two positions were filled in the fall. Jennifer Adams began her work as Research, Instruction, and Outreach Librarian in September. Alicia Hansen, Head of Research and Instruction Services, began her duties in October.

Phase II of the organizational review process concentrated on the Technical Services Division. Its name will also be updated, most likely to Collection Management, clearly describing its functionality to the community. The Technical Services Workflow Analysis Taskforce, chaired by Karen Reilly, analyzed and reassigned duties in order to mainstream the processes involved with ordering electronic resources. Upon completion of this work, Bob Scheier, was transferred to the Access and Discovery Services Division with the new title of Systems Librarian. Staff have adjusted to their new duties and continue to learn new processes as opportunities arise.

The second year of the new governance structure also deserves review. The Library Director's Council (LDC) has been very effective. Weekly meetings of the Interim Director, Head of Access and Discovery Services, Head of Archives and Special Collections, Head of Research and Instruction Services, Director of Educational Technology, and Acting Technical Services Librarian dealt with policy, planning, and communication. In particular, the support, advice, and dedication of the LDC to the library program and to the staff during the understandably difficult spring semester was remarkable. The Library Planning Council (LPC) consists of the members of the LDC, chairs of the five cross-functional teams, and two at-large members. The LPC and the teams are experiencing various degrees of success. The next Director will need to evaluate the structure; the charges assigned to these entities, and perhaps create a slightly revised structure. Overall, the last few years have seen a reenergized and very productive staff, which is partially due to the new organizational structure.

A significant amount of work towards long and short term planning for the redesign of Dinand was accomplished this year. With great foresight, Dean Freije established the Dinand 2020 Committee, chaired by Jennie Germann Molz, with library representation by Alicia Hansen. The Dinand 2020 report envisions Dinand as the "coveted destination for students and faculty to engage and acquire knowledge for learning, teaching, and research." The report identifies several projects that will guide the library and the college towards creating Dinand as the intellectual hub

of the campus. Presumably, the next phase will be the actual design and the identification of funding to realize these projects. In the meantime, library staff worked with Physical Plant, Purchasing, and Space Planners to redesign the first and second floor office spaces and the Scalia Lab. The guiding principles were to use space efficiently, move Periodicals staff to the Technical Services wing, to bring Interlibrary Loan and Electronic Reserves to the first floor, and to create better office space for the Research Librarians. The redesign of the second floor accommodates the relocation of Academic Services to Dinand. In fact, the second floor has become a de-facto “Academic Commons” with the co-location of Academic Services, the Writer’s Workshop, the Center for Teaching, Educational Technology, and Research Librarians. Renovations will be complete by the end of the summer.

The vision for the new Dinand does not include a significant amount of new construction and therefore necessitates the reduction of the space allocated to print resources. Now that Dinand 2020 has been presented to the community, the next step is to inform and engage the faculty in the process of “rightsizing” the Dinand Collection. Libraries all over the country are facing the same situation and services have been developed to assist with this task. With the assistance of the Dean’s Office, Sustainable Collections was hired to create a data-driven deselection process. This process will be very time-consuming, labor intensive and the implementation will present a challenge this coming year.

There will be several challenges for the library in FY2015. A new Director of Library Services will need to be selected. The person in this position will be responsible for leading the library staff and engaging the campus in the creation of the “Library of the Future.” The relocation of Academic Services in Dinand and the relocation of library staff may create challenges, and opportunities, as we familiarize ourselves to new office mates and new workspaces. The continuation of Dinand 2020 will be the opportunity to plan the space envisioned by this year’s report. Engaging the faculty in the discussion concerning the “rightsizing” of the print collection is both a challenge and an opportunity to educate them about the entire collection, print and electronic, and the realities of their respective usage. If the operating budget crisis continues, funding for collection growth and sustainability will also pose a challenge. Looking beyond FY2015, a major challenge will be acquiring the funding for the proposals in Dinand 2020. Our relationship with the Worcester Art Museum is in a state of flux, due to fiscal constraints. Finally, the strategic plan is in its third year and will need to be evaluated and renewed.

Sadly, this report would not be complete if the loss of two staff members was not mentioned. Sue Selby, Archives Assistant, and long time staff member, passed away suddenly in October. Kathleen Carney, Director of Library Services passed away in March. It is a testament to the staff and to Kathleen’s vision that the library program, all its services, and strategic planning activities continued and indeed, flourished. As Interim Director, I am very appreciative of the support received from the members of the Library Director’s Council, from Diana LeBlanc (Administrative Assistant), and from all members of the library staff. I would also like to thank Dean Freije, the Jesuit Community, the Chaplains Office, and the Holy Cross Community for the support received during the loss of our two colleagues.

This year has had its share of stressful and painful moments, but it has also been a year in which we have much to celebrate. The following reports from the Division Heads describe in detail the work accomplished by their staff.

**Associate Director & Head of Technical Services**  
by Karen Reilly

**Workflow Analysis**

The Technical Services Workflow Analysis Task Force (Karen Reilly, Chair; Diane Gallagher, Mary Moran, and Bob Scheier) met weekly for almost a year. The main goals of the analysis were to mainstream the processes for electronic resources and to create efficiencies wherever possible. In 2005, Bob Scheier was hired as Electronic Resources Librarian. New processes needed to be devised to accurately track expenditures and license information, provide connectivity via the catalog and website, and ensure remote access. Now that electronic resources comprise 77% of acquisitions expenditures, it makes sense to assign duties according to function, rather than format. The processes for acquiring and maintaining print and electronic resources were documented, resulting in eleven separate workflows. Each process was evaluated for efficiency and then assigned to an appropriate level of staffing. In the end, we met the goal of mainstreaming the processes needed to purchase electronic resources. Bob Scheier's time is now dedicated to the work of Systems Librarian and he reports to Eileen Cravedi, Head of Access and Discovery Services.

**The Collection**

As mentioned above, electronic resources (databases, e-journals, ebooks, and streaming videos) accounted for 77% of acquisitions expenditures, the same percentage as FY2013. Currently 8,264 journal titles (913 print and 7,351 electronic), 200 databases, 639,721 print volumes, and 137,945 ebooks are available to patrons. By means of aggregator sources, we have access to an additional 60,914 electronic journal titles. The large increase in the number of subscribed electronic journals is mainly due to the addition of HeinOnline. For \$250 over the cost of the previously subscribed 27 print law journals, 1,822 additional electronic government and law titles are now received. Few print to electronic conversions are so advantageous! Twelve primary source databases from the collections of Adam Matthew Digital were purchased with funds from the gift of James G. Phillipps '63.

A major effort in the next few years will be the evaluation of content, both print and electronic. The physical collection is in dire need of rightsizing. There has been no systematic weeding, the shelves are full, and the strategic plan dictates that space is needed for other priorities. Sustainable Collection Services was hired to create a data-driven deselection process. A masterfile of bibliographic data that includes our monographic holdings, our circulation data, the number of libraries that hold our titles in Worldcat, and the availability of our titles in the HathiTrust digitized collection was created. GreenGlass software (provided by SCS and licensed for two years) allows us to manipulate and analyze the data. The next step is to create scenarios for withdrawal that are acceptable to the faculty. For example, one scenario might be to select titles that have not circulated in the last 25 years and are available in the HathiTrust collection and/or other libraries. Spreadsheets of titles considered for deselection may be posted to a

website where faculty can select titles that they wish to stay in the collection. Usage statistics for the electronic collection are difficult and very time consuming to acquire, yet necessary for evaluation. Therefore, 360 Counter, a service that collects data from any vendor that is Counter (international standard) compliant was purchased. We are still in the process of receiving training on the product. Eventually, we will be able to acquire reports on titles most used, titles least used, titles we subscribe to from more than one vendor, and cost per use. All very pertinent information if the budget crisis continues.

### **Institutional Repository**

CrossWorks, the digital/institutional repository of the College, has moved beyond the pilot phase and is actively engaged in collecting, preserving and sharing content received from faculty, students, the Archives and Special Collections. Under the leadership of Digital Scholarship Librarian, Lisa Villa, the repository contains 477 items across 42 disciplines and 5 publication types that have been downloaded a total of 10,019 times (9,075 of these in the past year). Student work includes Honors theses, summer research, the Beethoven prize and an undergraduate journal. Conference agendas and abstracts were posted for two events: Celebrating Philosophy: A Dialogue on the Nature of Morality, Reality and Knowledge (Philosophy Dept.) and the Holy Cross Alumni Association's "Classroom Revisited." The editors of two journals, *Presence Francophone* and *The Purple*, are working with Lisa to utilize CrossWorks as their publishing platform. The most popular papers downloaded include materials from the Jesuit Province Archives, the James Michael Curley Scrapbooks, the Deaf Catholic Archives Finding Aid, Holy Cross Yearbooks, and working papers from the Economics Department.

Presentations introducing CrossWorks were delivered to the Academic Affairs Committee, Student Affairs, the College Honors Colloquium, and the Summer Research students as well as various other departments. Lisa and the Scholarly Communications Team planned and executed several promotional activities. Most notably, Open Access Week was celebrated in the fall with displays, posters, and promotional material in all three libraries. Continued promotion of CrossWorks to the Holy Cross community is expected to result in major growth for the repository in both number of items and number of users. Increased awareness of trends in scholarly communication, including Open Access, will offer additional support to the services currently offered by the Holy Cross Libraries.

### **Systems**

The position of Systems Librarian is new this year. Bob Scheier is now responsible for the Innovative Interfaces library system (replacing Karen Reilly) and is chair of the Web Services Team. Several improvements to the library catalog and website have been implemented, increasing access and usability. The Systems Librarian researches and implements new technology to create easier workflows for staff, provide more up to date metadata, and a seamless experience for users. The implementation of EBSCO's Link Source and the integration of WebBridge with ILLIAD are two such examples.

The following upgrades to the Innovative System were installed by the ITS Department:

Millennium from version 2009B to 2011 1.5-7, Red Hat Enterprise Linux from version 4 to 5.5, and Oracle Database from version 10G to 11G. The Innovative System itself is still under evaluation. In the next few years a decision is needed whether to continue with a new version of Innovative, move to OCLC Worldshare (the cloud solution), or another vendor. At this time, there is no clear front-runner.

### **Budget**

Although this was the first year the library did not receive any increase, the budget was adequate for our current subscriptions. With the exception of HeinOnline, no new databases or electronic journal packages were added. However, the second year of a flat budget will present a challenge. The price of print periodicals typically increases by 8% and electronic databases and journals by 5%. In order to maintain current subscriptions, the FY2015 monograph budget was decreased and we will need to negotiate approximately \$20,000 in savings from other content. A third year of a flat budget will necessitate the cancellation of some journal and database subscriptions.

### **Looking Forward**

The definition and composition of the library's collection is rapidly changing. Not too long ago, a library's collection consisted of print monographs and print journals. Today, libraries access a variety of electronic resources (ejournals, ebooks, databases, and websites) that are not owned by libraries, but rather are leased and their usage is governed by contracts. The physical quantity of information in a specific building is becoming less important than whether or not the information required can be accessed quickly. We are in the process of adding another electronic format, streaming videos. In FY2015, the library is launching a pilot program with the vendors Kanopy and Docuseek2. Videos requested by faculty may be licensed for one or three years and links to these videos may be posted on the faculty member's Moodle site. Advantages are multiple user access, remote access, no storage issues, and no expensive damaged DVD's. Research of our circulation statistics showed that most VHS/DVD's were used for short periods of time.

A new role for the library may be as "publisher." For example, the editors of *The Purple* will be using the software that manages our institutional repository, CrossWorks, as their publishing platform. Other college publications may follow, and new journals may be launched. The repository can be used for many formats. In time, we may need more positions dedicated to the management of digitization projects and/or data curation.

## **Access & Discovery** by Eileen Cravedi

This year we completed the move to ILLiad as our means of providing interlibrary loan services. ILLiad is the leading interface/platform in interlibrary loan services and management. Interestingly, our number of ILL transactions increased this year; over 7000 items provided to and about 3000 items borrowed from other libraries, up about 10% overall. Additionally, we have centralized all ILL operations. All requests are now processed in Dinand, where the Science library staff formerly processed all the science requests. This year electronic reserves made a major push to transfer as many items from the Docutek product (ERes) to Moodle as a means of providing required materials electronically, as the decision had been made to stop using the Docutek product and get rid of the server in ITS. We successfully moved over 100 course pages from ERes to Moodle. From now on all electronic reserves will be processed in Moodle. Considerable progress was made in conjunction with the Research & Instruction group in regard to the Library website. Usability tests and focus groups were conducted, content was analyzed, and the entire staff was involved in creating web personas for future development and reorganization of the website. We are well prepared to move forward in conjunction with the overall campus web redesign.

We continue to provide 24/5 access to Dinand Library with 24/7 access during finals. Obviously, there are ebbs and flows in library usage during the early morning hours, these hours are especially popular during midterms and finals. One student commented that it is good to know Dinand is open all the time for last a minute printing panic. Overnight staff provide a safe environment for students needing study space. They also participate in shelf-reading and weeding multiple copies from the stacks – contributing to the overall functioning and efficiency of the library.

The future of Access and Discovery services plans to be quite vigorous. Some areas of immediate concern include providing enough space for our growing student population as well as our print collection. Welcoming our new neighbors from Academic Services, we realize some study spaces will be lost. We hope to free up study space by right-sizing the overall collection working with Acquisitions applying the Green Glass data from Sustainable Collections. We are seeing some very tight shelves in our literature, religious studies, and history sections. Space is of primary concern as the library continues to be a popular place all hours of the day and night. In order to provide the best systems to our patrons we will be reviewing our options for our Integrated Library System and corresponding Discovery systems. Additionally, we will be rolling out document delivery services to all faculty as well as electronic article delivery to our students.

Those of us in Access & Discovery Services are dedicated to providing all our patrons with the best possible services in the areas of Circulation, Interlibrary Loan, Stacks Maintenance, Traditional & Electronic reserves, and the library's web presence including the online catalog and our discovery platforms.

## Archives and Special Collections

by Mark Savolis

This report highlights the activities and accomplishments of the College Archives and Special Collections Department for the 2013-14 academic year.

The most significant event for the department was the unexpected passing of Susan Selby in October. Sue had been the archival assistant for just over five years and brought a fresh outlook to the position. She was an enthusiastic and creative employee. Sue is missed by all of us in the archives and library as well as by many across the campus.

Sue was temporarily replaced by Beverly Hastings who had retired from Accounts Payable. She worked from late October to just before Christmas. Beverly enjoyed providing basic research to patrons and filed alumni, faculty and athletic records. The position of archives assistant remained vacant until Hannah Kolesar was hired in mid-February.

Hannah has been processing the backlog of archival collections. She started by reviewing and editing the finding aid for the Rev. John E. Brooks, S.J. Papers. She next updated other archives finding aids. She has processed the records of the college counsel, the papers of Rev. Frank Miller, S.J. and Professor Patricia Bizzell and the Gerontology Concentration files.

Sarah continued with her work with the AV and photo collections. Approximately **400** basketball films arrived from Athletics in November and of these **148** were added to the collection. Sarah sent out **12** "at risk" audio-visual items for reformatting. She oversaw the digitization of yearbooks and *Crusaders* and added these to the digital repository. She also updated our website and processed Rev. Brooks' photographs. She continues to work with Lisa Villa on adding archival material to the digital repository.

Mark processed Jesuit Community records, an addition to the Ogretta McNeil Papers and the Dr. Leonard Morse Hepatitis Collection. He also updated the finding aids of a number of the Special Collections. He also worked with Rev. Joseph Bruce, S.J., who is here working on the Deaf Catholic Archives. Mark and Lisa Villa applied for a grant from the Massachusetts Sesquicentennial Commission of the Civil War to have the Guiney Civil War papers digitized.

This year Tess Huaman, Rosalba Onofrio and Alessandro Camarra cataloged **2557** volumes in the rare book collection and they deaccessioned **343** volumes. Nancy Singleton cataloged **258** volumes from the Jesuitana collection. Nancy has completed the first pass at cataloging this collection and is now cataloging the more difficult books. We sent out **20** volumes from the Jesuitana Collection for conservation with funds from the library. We shifted the Jesuitana Collection and the entire rare book collection to allow for interfiling of newly cataloged volumes. We added shelf space to accommodate additional oversize volumes.

We put up an Audubon bird print exhibit in the second floor hallway after moving the religious art in the hallway. We also presented case exhibits on photos of the class of 1900 and autographed books from our collection. We did a five case exhibit in the Library's reading room and rotunda about Holy Cross' connection to Georgetown. These exhibits are part of the celebration of the anniversary of the Jesuit Restoration. In addition, with money from the

Phillipps' donation, we had two large globes and the ship model repaired and restored and added them to the library's displays.

There were **248** visitors to the archives which is down from **423** from last year. This lower number is partly reflected by the fewer number of art classes using our sketchbooks this year. We provided tours of the archives to **3** history classes. There were **36** new archives accessions including over **40** boxes of departmental records

Sarah and Mark attended the SAA annual meeting in New Orleans in August. Mark researched exhibit material at the Georgetown University Archives. He also visited the archives of Amherst College and Bowdoin College to discuss their archival endowments. He represented the college in reviewing the application for the Blackstone Canal Visitor's Center Exhibit proposals. Sarah served on the Program Committee for the Digital Commonwealth meeting here in March. She attended a CDIG program on crowd sourcing using digital collections. She also attended the ARC special collections meeting at WPI. Mark continues to serve on the Library Directors' Council and Sarah serves on the scholarly Communications Committee and the Web Development Team.

## **Educational Technology** by Mary Morrisard-Larkin

### **Highlights for the Year**

Amidst Moodle and Drupal upgrades, creating and updating faculty Web sites, and printing 100+ posters during the year, Educational Technology has also been working to introduce new technologies to faculty. These technologies focus more on helping faculty enhance their teaching. While they do not satisfy everyone's needs, they have led to some interesting conversations about the use of technology at Holy Cross.

iPads continue to interest the faculty. Matthew Koss, Jim Cahill and Mary Morrisard-Larkin offered faculty several opportunities to come and learn about the devices and ask questions about specific features. Three used iPads were purchased from ITS and were made available to faculty who are interested in learning how to use them on their own. In addition, there were three courses offered this year in which students received iPads to use throughout the semester. Other faculty members used the iPad Cart in the Library and some faculty were allowed to borrow a few iPads from the cart for group work in their classrooms.

One of the problems with the iPads that were given to the students for the whole semester was the expense. Since they were part of a pilot program, students were allowed to purchase the devices for 50% of their original cost. It came as a bit of a surprise to some when 30% of the students chose not to buy the devices. More important, the iPads had already been replaced with a newer model so the devices that were returned could not be given out to a new class of students. More important, we have realized from experimenting with the iPad cart, that the iPads, even though they may be two or more years old, can still provide students with the platform they need to use them productively in the course. Going forward, all iPads will be **loaned** to students even in classes that use them during the entire semester.

In addition to working with iPads, Educational Technology was asked to begin looking into technologies such as podcasting and lecture capture which offer faculty alternative ways to present information to students. In the Fall 2013 semester, a podcasting room was established in the Multimedia Resource Center, which was designed to allow faculty to record short audio and/or video clips that could be shared with students. It has been used by a small group of faculty and staff, however, there have been some complaints about the complexity of the set-up in the Podcasting room.

Once the Podcasting room was completed, Educational Technology was asked to start surveying Lecture Capture systems. There were four different systems which seemed to garner the most interest: Mediasite, Echo360, Panopto and Tegrity. We have been focusing mostly on Panopto, a software-based product, and Mediasite, a hardware-based product, which now offers a software-based product as well. Matthew Koss and Ed O'Donnell visited Smith College with Mary Morrisard-Larkin to learn more about Panopto and felt that it might be a good solution. It has been difficult to find liberal arts colleges that use Mediasite but we have spoken with technology people at a couple of Jesuit colleges who discussed their use of Mediasite with us.

## **A Forward Look**

Educational Technology has benefitted a great deal from the many projects that we have worked on with the Center for Teaching. It has given us a great opportunity to work with faculty in new ways. We hope that we can expand upon what we have already started with programs like the iPad project. Hopefully, Mary Morrisard-Larkin's participation in EDUCAUSE's Institute on Learning Technology Leadership will direct us towards other technologies. Moreover, it would be helpful if we could have some additional funds budgeted for travel and/or equipment so that we can learn about and experiment with some of these new technologies.

In addition, Educational Technology would like to have a central location for our offices and lab spaces. We often spend a significant amount of time traveling between our offices and the Dinand and Science Libraries and faculty are sometimes unsure about where they can find us. We would like for this space to include offices as well as a small computer lab for group instruction (10 stations) and a smaller room for working on individual projects.

## **Research and Instruction Services**

by Alicia Hansen

### **DINAND LIBRARY**

#### Highlights:

The Research & Instruction Services department of Dinand was reshaped in fall 2013 with two new hires: Jennifer Adams as Research, Instruction & Outreach Librarian, and Alicia Hansen as Head of Research & Instruction Services. Alicia participated in the Dinand 2020 committee, a renovation planning group, which involved information-gathering (surveys, student interviews, faculty focus groups), space studies, and studies into best practices for space and services. Jennifer Adams was key in establishing the “10 Days to Have Your Say” blog for the committee. Much of the committee’s work translated to changes we can make sooner rather than later, and much of the information also has gone into working documents within the library. Alicia also initiated a new working group for reference librarians, EdTech, and our Systems Librarian: the Research & Instruction Group (RIG). RIG meets weekly on Friday afternoons and is a forum for these staff to discuss current issues, share information about new resources, and spend time together for professional socializing. The group has made significant changes to the library website, reached out to other librarians in Worcester for professional development, and spent time sharing information about new databases and other resources particular to our work. It has been an important medium for communication within the library.

The Research & Instruction Services group includes branch librarians from music, science, and WAM, and though these libraries have their own statistics and highlights, many of the issues and statistics mentioned here will include their activities and contributions. In many ways, we function as one group of librarians, though the branch managers have their own respective research and teaching sessions.

Personal Research Sessions (held in Dinand) continue to be a resounding success for our reference librarians. The number of students reached by this service grew this past year, and we anticipate it will grow more each year. Instruction is strong too, and through successful meetings and workshops with faculty, the commitment of even more faculty involving the library in their assignments is promising. Statistics for both the research sessions and the instruction sessions are included later in this report.

Our outreach events have skyrocketed this past academic year. With Jennifer Adams in place, we have been able to network with faculty and students in an organized and methodical way. In addition to a strong Twitter, Facebook, and Instagram presence, we also have hosted targeted events: March Research Madness, Citation Frustration Station, Library Snapshot Day, the Wellness Fair, and admissions sessions (this was our first time participating with the admissions events). Jennifer started a Library Student Advisory Committee as well, and this was a huge success. Students from all disciplines and classes joined the group, attended meetings regularly through the academic year, and participated in conversations about improvements to the library, discussed Dinand 2020 issues, and suggested new services and resources the library could invest

in. Jennifer also initiated the official launch of the Outreach & Engagement Team, including naming the team and approving its charge. The team has been busy with many of the above-mentioned events, and they are planning for future added events and a standardized budget for future years. Jennifer has gone above and beyond with her new position, and the benefits (visibility, positive marketing, student engagement) for the library are immense.

Laura Hibbler has been equally productive with her work as Coordinator of Research & Instruction and as leader of the Teaching & Learning Team. The success of the Personal Research Sessions and the involvement of librarians in the classroom fall under her leadership. With Montserrat specifically, Laura has been the primary liaison for the clusters and the primary contact for Denise Schaefer as chair of that program. The team crafted a plan for a “Scholar’s Lab,” a room dedicated to teaching and learning and incorporating the best space, technology, and pedagogy possible for an innovative classroom. This plan was included as a significant element of the “vision” section of the Dinand 2020 report, and it serves as a model for the library classroom we’d like to establish in general, even outside of the committee’s report. The team also created a proposal for a Library Research Award, a monetary and publishing award for two students each academic year, in partnership with CrossWorks and faculty advisors. The Teaching & Learning team was a collaborator in the Citation Frustration Station event as well, so all in all this team has been active in improving the scholarship of our students.

Laura Hibbler and Alan Karass were awarded a grant from the Center for Teaching to host a workshop in June 2014 entitled: “Your students, your library, and you.” Eight faculty members joined us for an all-day workshop on research strategies, information and visual literacy, CrossWorks, Google maps, and effective library instruction tactics taken from actual classes in the past year. The faculty were engaged, vocal, and enthusiastic for including more library instruction in their classes. After accumulating survey results from the session, we hope to make the workshop an annual affair. It was a great way to showcase what we do; not only did we demonstrate our services and resources, but we also related them to the classroom. The faculty were able to make connections between faculty and librarian that made sense for inclusion in their syllabi.

Assessment is always a tough issue to address in libraries, and we are making headway through Denise Bell’s office. Laura spearheaded a conversation with Denise to add more library-specific questions to both freshman and senior annual surveys. We’re excited to see the results, especially after having such useful information from previous assessments. The added questions will boost our collection of data for gauging information literacy on campus.

Montserrat is another ongoing liaison program for us. With an added cluster (Contemporary Challenges – Alicia Hansen is librarian), the research and instruction librarians continue to provide personalized resources and research sessions for each class and/or cluster. We had two meetings just this past semester where faculty enthusiastically supported a stronger involvement in Montserrat coursework and activities.

Overall, our reference numbers have gone down in numbers, as is to be expected. The trend for meeting research needs is certainly headed toward individual help (personal research sessions), tailored online course guides, class sessions in tandem with faculty assignments, and workshops and special events (i.e., Citation Frustration Station). The statistics listed farther down in this

report will reflect, unless otherwise noted, a steady decline in numbers. This is evident in both desk reference and even virtual reference. Outreach to faculty for inclusion in their assignments, and outreach to students through special events, social media, and advertising the personal research sessions, will prove to be our best avenue for meeting research needs. Our internal statistics reflect the same.

A forward look:

Reference librarians currently staff the physical desk on evenings Monday-Thursday and Sunday. This is increasingly demanding on their regular schedules, and we are studying various models for reference service. For a librarian to be present during the regular workday, alongside colleagues both on the faculty and elsewhere, is increasingly crucial as we move forward on initiatives for outreach and instruction. We have begun to advertise an internship for current library school graduate students to cover these evening hours and free our professional librarians to keep a normal workday. We hope to have three students per semester from Simmons and University of Rhode Island; not only will they provide important desk hours for our students, but they will also serve, in a way, as colleagues to us, keeping us abreast of current trends and practices in the profession.

Depending on the success of this program, it may be a future need to hire a part time professional librarian solely for evening hours. It is important that our full time librarians be present all day, every Monday through Friday, and it is equally important that our students have reference help during their busiest study times (7-10pm). It is a common solution in many libraries to hire such a part-time person during the regular semester, and if we are not able to meet our staffing needs with interns, it would be wise to consider a professional part-time position.

In addition to changing the coverage of our evening desk hours, we are considering an on-call service for reference needs during regular hours. This is another popular move in many academic libraries, where one librarian is on-call for a shift, but is able to work in her own office instead of the distracting reference desk. During peak times of the semester, however, we would still keep a physical presence at the desk. Again, as our engagement with curricular activities and committees increases, focusing on the best use of our time is a major factor in our future planning, and desk reference statistics are decreasing every year.

With the addition of Academic Services and the Writer's Workshop on our second floor, the Research & Instruction Group anticipates exciting collaborations in the future. The Citation Frustration Station, other workshops and events, and even professional collaborations for professional development (conferences, presentations) are all possible, and we welcome the professional relationships that will come with their moving into our building.

## Reference/Instruction Statistics

### 2013-2014

Reference desk: 1155

Circulation desk: 1791

Periodicals desk: 98

**Total physical reference: 3044**

Chat/email/AJCU virtual reference: 544

Personal research sessions: 572

Course-integrated instruction sessions: 138

Online course guides: 55

Other instructional workshops, events: 8

### 2012-2013

Reference desk: 1854

Circulation desk: 2109

Periodicals desk: 123

**Total physical reference: 4086**

Chat/email/AJCU virtual reference: 260

Personal research sessions: 376

Course-integrated instruction sessions: 142

Online course guides: 48

Other instructional workshops, events: 7

## MUSIC LIBRARY

### Statistics for 2013-2014:

- Visitors: 52,784, approximately the same as last year.
- Circulation: 4,858, a decrease of 37% from last year.
- Collection: 450 CDs, 50 DVDs, 80 scores and 140 books added. 575 book, score, video and sound recording titles were ordered this year.
- 60 items were sent to Acme Bookbinding.
- Instruction (Alan Karass): 10 Music classes, and 4 Montserrat classes (283 students total)
- Reference (Alan Karass): Over 500 (114 extended, 159 medium, 231 quick/directional)

### Personnel:

- Alan completed his final year of the Ph.D. program in Ethnomusicology at the Open University and will be submitting his dissertation in September 2014. He presented his paper “From Yerevan to Watertown: The Search for Authentic Armenian Music on Both Sides of the Atlantic” at the Open University’s Music Research Day, October 4, 2013 Milton Keynes, UK, and at the British Forum for Ethnomusicology Conference, October 19, 2013, Cardiff University, Cardiff, UK.
- Alan received a Research and Publications Grant to research the music of Tunisian singer-songwriter Yasser Jeradi. With this support, he spent four weeks in Tunisia interviewing listeners, Yasser, and attended recording sessions.
- During the Fall semester, Alan taught MUSC 140 “Song through the Ages”, covering for a Music Department faculty member who was on medical leave.
- At Holy Cross, Alan continues to serve as a member of the Community Standards Board, the Library Planning Council, and the Library’s Teaching and Learning Team. In March 2014, Alan was appointed to a two-year term on the New England Music Library Association’s Nominating Committee.
- Sarah Bilotta assumed the role Music Library Assistant in September 2013. She has made significant progress cataloging items from our compact disc, DVD, and score backlog while successfully managing student staff, circulation, equipment, and reserve room operations. Sarah serves as a member of the Library’s Outreach & Engagement Team.

### A forward look:

- During the 2014-2015 academic year, new shelving for the research collection will be installed. This will alleviate some of the library’s space issues. We will continue with the aggressive weeding that started in 2008.
- Unfortunately, many of the resources necessary to support the curriculum are still only available in print format. The commercial side of academic study of music has been slow to make monographs and scores available in electronic formats. Additionally, the technology is not available yet to allow musicians to play from and annotate digital scores. I will explore the options for reducing our print collection when this changes.
- I continue to explore cost-effective electronic resources that will support the curriculum and faculty research and at the same time replace materials in older formats. Within the next three years I would like to acquire a subscription to the Medici.tv streaming service for opera, art music, and ballet. It is a robust product that faculty and student alike will use, and hopefully will replace many of the VHS tapes and DVDs that are currently used for classes.

## SCIENCE LIBRARY

### Highlights:

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 two Science and Humanities Summer Research Programs' Town Meetings in the summer of 2013. The first was held in June (Stem Cell Research) and the second one was in July 29 ("Genetic Engineering of Ethics" and "Biological Basis for Sexual Orientation") in the science library. Approximately 30 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.

In October 2013, the family of former math professor, Patrick Shanahan, bestowed a generous donation to the science library expressly for the installation of an aquarium in the library. A 55-gallon aquarium was installed. Subsequent donations helped to purchase supplies and maintenance service. Students have expressed their interest and delight in the aquarium, including one group who try to claim the study table closest to the aquarium whenever they are using the library. The science library staff members are grateful to the Shanahan family for their generosity.

On October 19, 2013, the science library and English Department Associate Professor Leila Philip made a presentation on "Opposites Attract: Connecting Science and Literature – An Experience in Embedded Librarianship" at the October Conference, Dartmouth College, Hanover, NH, to a group of approximately 60 academic librarians.

As the Montserrat Natural World cluster library liaison, the science librarian participated in cluster meetings and events including a welcome reception in Mulledy Dormitory, Purgatory Chasm field trip, screening and discussion of the film "Sun Come Up", SLO dinner, "Ishmael" (Daniel Quinn) book discussion, Worcester Art Museum visit and artwork discussion, screening of "Maximum Tolerated Dose" film and discussion with film director, and end of academic year cluster dinner. The science librarian also participated as a judge in the Global Cluster's Worcester Treasure Hunt Poster Session in September 2013.

Science librarian instruction sessions increased over the previous year with 44% more sessions (126) and 9% more participants (870).

Heavy demand for study space continues throughout the year, with overflow demand that previously only happened during the study & final exam periods now happening on a regular basis. Peak weekly gate count in the fall was 7,209 people and 7,197 in spring, both are all-time highs, beating the next best time of 5,200 in the spring of 2013.

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 2,256 articles in the first 10 months of 2014 fiscal year. (1,687 total in 2013). The libraries continue to subscribe to the Nature Publishing Group's (NPG) pay per article product. Statistics are unavailable.

Recognition is extended to library assistants, Carrie Peck and Heather Dennis, for their commitment to the science library. 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.

A forward look:

For the first time, the science librarian will be serving as an advisor to a summer research student, Marios Dardas, who will be working on the development of a software program to enhance the use of public transportation in Worcester during the summer of 2014. The science librarian and Marios are fellows in the Art of Science Learning (AoSL). The AoSL initiative uses the arts to spark creativity in science education for the development of an innovative science, technology, engineering and mathematics (STEM) workforce skilled in interdisciplinary and collaborative innovation as well as being scientifically and mathematically literate. The Art of Science Learning (AoSL) initiative is funded by a \$2.65 million National Science Foundation (NSF) grant for 3 Innovation Incubator sites, one of which is Worcester, with the EcoTarium serving as its partner organization. Each location has a civic challenge; for Worcester, it is public transportation. The Art of Science Learning program runs from March 2014 to January 2015.

Estimated quotes were solicited for the replacement of 40 study carrels, made of pressboard/fiberboard covered with a laminate veneer. They are approximately 40 years old, the laminate has chipped, and the strength of the units is diminished to the point where some have broken beyond repair when they have had to be moved. Replacing the 40 carrels is estimated to be \$26,972 and replacing the 120 sled chairs (aluminum with padded cushions) is estimated at \$28,800.

With the increased demand on the science librarian's time to provide individual research assistance and instruction sessions to students, to participate in support of academic initiatives, and to take advantage of more opportunities for presenting at library conferences, there is a need to increase the existing 1.5 permanent administrative assistant positions to 2 full time positions to assist in management of the daily operations of the library and provide more complete staff coverage over the 99 weekly hours that the library is open during the regular semester.

## WORCESTER ART MUSEUM LIBRARY

This ended up being a very difficult year for the Library with the news on May 3, 2013, the hours for the Assistant Librarian, Christine Clayton, would be cut from 37 hours to 18 hours a week. In spite of the staff cutback, the Library is still mandated to stay open all of our hours to the public and maintain all of our services to WAM staff and the public. Since Christine's primary responsibilities are both cataloging and staffing the reference desk, we will experience a longer wait time in getting materials processed and responding to reference questions; plus, we will rely more on volunteers to staff the reference desk.

### Highlights:

- In January 2014, the Library acquired the full contents of the Library of the Higgins Armory: 1500 books; thousands of pamphlets, auction catalogs, and serials related to arms and armor.
- In an experiment formulated from the Redesign conference, the Library set up book carts in the [remastered] gallery with materials relating to the Baroque period on art, literature, music and religion. We will conduct a survey of users to assess the usefulness of the book carts.
- The Library display case exhibited materials to complement the Winograd exhibition and the movie "The Monuments Men". Photos from the WAM archives were printed of the men who were WAM employees and also "Monuments Men".
- The administration of the database, TMS Light, was moved from the Library to the IT Department.
- The Friends of the Library group met four times this year with accompanying programs. There are 60 members in the FOL program.
- The Book club administered by the Library met eight times with an average attendance of 34 people.
- The following Holy Cross professors used the Library:
  - Leslie Schomp (Drawing)- Oct. 9, 2103- planning meeting with Debby
  - Leslie Schomp (Drawing)- Nov. 6, 2014- Library orientation
  - Leslie Schomp -January 29, 2014- Class to look at sketch books
  - Dr. James Welu- (Dutch Art)- Jan. 30, 2104 - Library orientation
  - Dr. James Welu – (Dutch Art)- March 19, 2104- Library research session
  - Rachelle Beaudoin (Digital Photography)- April 10, 2014 - Library orientation
- The grant-writing department at WAM submitted a grant to the IMLS for a planning grant for the WAM Library of the Future. Results are given in late summer 2014.
- Library statistics:
  - 2013-2014:
    - 6% increase in attendance
    - 45% increase in ILL borrowing
    - 3% increase in ILL lending
    - 16% decrease in reference questions
    - 23% increase in cataloging
    - 300% increase in acquisitions (addition of Higgins books)

A forward look:

The future of the WAM Library is at a critical juncture. The Library must move out of its present space (both floors) in order to make room for the installation of the objects from the Higgins Armory. WAM projects that the new gallery will be installed by 2019. We have a window of five years to plan for the Library of the future: what will it contain, and where will it reside. The grant from IMLS, if received, will provide funding for hiring a Library consultant and a planning team to provide a kick-start for the process. The idea of moving the Library to the sculpture studio has been abandoned.

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

### Holy Cross Committees

- Adams, Jennifer: Website Redesign Advisory Committee
- Eileen Cravedi: President's Task Force on the Environment, Wellness Committee, Future Technologies Advisory Committee, Digital Signage Committee
- Alicia Hansen: Dinand2020
- Alan Karass: Community Standards Board
- Richard Lent: CITISAC, iPad Pilot, Active Directory Group
- Mary Morrisard-Larkin: ETAG ( Educational Technology Academic Group) Co-Chair, Website Redesign Advisory Committee
- Barbara Merolli: Safety Committee
- Karen Reilly: CITISAC, Hate Not Here
- Lisa Villa: Campus Center Advisory Committee, HC Class of 1990 Co-Chair, HC Class of 1990 25th Reunion Committee

### Worcester Art Museum Committees

- Deborah Aframe: Friends of the Library (Chair), Technology Committee, Education Committee

### Professional Committees

- Deborah Aframe: ARC Steering Committee, ARC Special Collections (Director Advocate)
- Diana Antul: ARC Access Services
- Sarah Campbell: 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 Cataloging and Metadata Special Interest Group, ARC Special Interest Group for Technology
- Eileen Cravedi: ACRL NEC ASIG (Access Services Interest Group) Planning Committee
- Janis DesMarais: Visual Resources Association New England Chapter (Treasurer)
- Laura Hibbler: History Section of ALA's Reference and User Services Association (RUSA) (Web Editor), Communications committee of History Section (ALA-RUSA) (Co-chair), Historical Materials Committee of History Section (ALA-RUSA), Resources for College Libraries Editorial Board
- Alan Karass: New England Music Library Association Nominating Committee

- Barbara Merolli: Fellow with the Art of Science Learning research project (funded by NSF): <http://www.artofsciencelearning.org/what-its-about/>
- Mary Morrisard-Larkin: Collaborative Liberal Arts Moodle Project (CLAMP) Steering Committee
- Mary Moran: NETSL (New England Technical Services Librarians) Board, Local Arrangements (Chair)
- Karen Reilly: ARC Steering Committee, 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

- Adams, Jennifer. "Delving into Scholarly Conversations: Moving Away from the Search and Retrieve Model of Database Searching," Co-presented with Laura Hibbler, New England Library Instruction Group Winter Meeting, December 6, 2013
- Adams, Jennifer. "Librarian Perspectives on Understanding Faculty Needs: Exploring Nontraditional Partnerships" - panel presentation at the NERCOMP workshop "Understanding what Faculty want from Librarians: Active Listening, Outreach, and Action."
- Clayton, Christine. "Digitization Grant for the Worcester Art Museum Library: Early Exhibition Catalogs (1898-1940)"; presentation given at the 8<sup>th</sup> Annual Digital Commonwealth Conference, Worcester, April 8, 2014.
- Hansen, Alicia. Presented at the Center for Teaching sponsored workshop: "Your Students, Your Library, and You", "Teaching academic honesty. Understanding format. Leading students to *habits of mind*." June 3, 2014
- Hibbler, Laura. "Critically Evaluating the News from Countries in the Midst of Violent Conflict," Panelist at ACRL Instruction Section program "All the News That's Fit to Teach: News Literacy Instruction," ALA Conference, June 30, 2013
- Hibbler, Laura. "Connecting with our Community Through Research Consultations," Presentation at the New England Library Association Conference, October 21, 2013
- Hibbler, Laura. "Effective College Research," Massachusetts National Honor Society Conference, November 7, 2013
- Hibbler, Laura. "Delving into Scholarly Conversations: Moving Away from the Search and Retrieve Model of Database Searching," Co-presented with Jennifer Adams, New England Library Instruction Group Winter Meeting, December 6, 2013
- Hibbler, Laura. "Successful Faculty/Librarian Collaborations," Panelist at Understanding what Faculty want from Librarians: Active Listening, Outreach, and Action, NERCOMP, February 10, 2014
- Karass, Alan. "Research Opportunities in Tunisia" College of the Holy Cross, Guest Lecture for Montserrat Seminar, March 10, 2014. Worcester, MA.
- Karass, Alan. "From Yerevan to Watertown: The Search for Authentic Armenian Music on Both Sides of the Atlantic" British Forum for Ethnomusicology Conference, October 19, 2013. Cardiff University, Cardiff, UK.

- Karass, Alan. "From Yerevan to Watertown: The Search for Authentic Armenian Music on Both Sides of the Atlantic" Open University Music Research Day, October 4, 2013. Milton Keynes, UK.
- Merolli, Barbara. "Opposites Attract: Connecting Science and Literature - An Experience of Embedded Librarianship" at The October Conference, Dartmouth College, Hanover, NH with Associate Professor Leila Philip on October 19, 2013

#### Library Committees

- **Library Director's Council:** Kathleen Carney, Karen Reilly, Eileen Cravedi, Alicia Hansen, Mary Morrisard-Larkin, Mark Savolis, and Mary Moran (spring 2014)
- **Library Director's Council Budget Subcommittee:** Karen Reilly (Chair), Alicia Hansen, Mary Moran
- **Library Planning Council:** Kathleen Carney, Karen Reilly, Jennifer Adams, Eileen Cravedi, Alicia Hansen, Laura Hibbler, Andrew Lambert, Alan Karass, Barbara Merolli, Mary Moran, Mary Morrisard-Larkin, Mark Savolis, Bob Scheier, Lisa Villa
- **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
- **Head of Research and Instruction Services Search Committee:** Karen Reilly, Chair; Kathleen Carney, Eileen Cravedi, Mary Morrisard-Larkin, Mark Savolis
- **Library Outreach and Engagement Team:** Jennifer Adams, Chair; Sarah Bilotta, Laura Hibbler, Diana LeBlanc, Barbara Merolli, Carrie Peck
- **Library Student Advisory Committee:** Jennifer Adams, Chair and organizer
- **Marketing Task Force:** Barbara Merolli, Chair; Eileen, Laura Hibbler, Carrie Peck
- **Promotional Materials Committee:** Barbara Merolli, Chair; Laura Hibbler, Lisa Villa
- **Research and Instruction Interest Group:** Alicia Hansen, Chair; all reference staff, Ed Tech, and Systems
- **Scholarly Communication Team:** Lisa Villa, Chair; Sarah Campbell, Christine Clayton, Tess Huaman, Andrew Lambert, Mary Beth Pappie,
- **Teaching and Learning Team:** Laura Hibbler, Chair; Janis DesMarais, Alan Karass, Rich Lent
- **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

	FY2010	FY2011	FY2012	FY2013	FY2014
					As of June 11
<b>Collection Development</b>					
<b>Expenditures:</b>					
Print monographs	\$230,180	\$199,421	\$173,225	\$186,209	\$167,527
Print journals	\$407,374	\$408,035	\$179,965	\$184,920	\$173,132
Databases	\$181,115	\$174,890	\$246,702	\$209,263	\$258,165
E-Books	\$69,772	\$82,141	\$74,142	\$70,961	\$84,862
E-Journals	\$525,810	\$570,112	\$844,626	\$897,589	\$927,890
<b>Holdings:</b>					
Print Volumes	626,726	632,171	634,749	637,019	639,721
Electronic Books	9,067	9,282	88,876	90,830	137,945
Print Journal Subscriptions	1,261	1,034	960	957	913
Electronic Journal Subscriptions	4,132	5,128	5,264	5,476	7,351
A-Z list e-journal titles	38,302	46,648	60,707	61,429	60,914
<b>Circulation (Check-Outs)</b>					
Dinand	22,554	18,517	17,992	14,307	13,568
In-House	2,757	3,139	2,685	1,814	1,707
Science	1,764	1,578	1,309	1,502	883
Music (minus equipment and keys)	3,270	3,306	5,939	2,826	2,062
<b>Reserves</b>					
E-Res (document hits)	129,904	119,507	88,651	97,918	21,327
Dinand Print	1,499	1,636	1,238	1,332	1,325
Science Print (minus keys)	1,791	1,823	1,171	1,567	2,391
Music	1,036	796	764	585	199
<b>InterLibrary Loan/Document Delivery</b>					
<b>Dinand</b>					
Borrowed	2,988	2,794	2,924	2,653	3,161
Loaned	6,013	5,813	6,242	6,425	6,399
<b>Science</b>					
Borrowed	259	111	92	91	162
Loaned	555	455	454	414	627
Articles Purchased	1,457	1,162	1,462	1,470	2,353

	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>
<b>Reference</b>					
<b>Dinand</b>					
<b>Extended</b>	305	323	424	322	143
<b>Quick</b>	1,711	1,649	1,533	1,225	1,115
<b>Personal Consultations</b>			159	376	572
<b>Science</b>					
<b>Extended</b>	149	101	114	126	78
<b>Quick</b>	259	217	193	178	105
<b>Music</b>					
<b>Extended</b>	106	152	101	124	114
<b>Quick</b>	217	131	191	159	159
<b>Visual Arts</b>					
<b>Extended</b>	48	46	12	48	43
<b>Quick</b>	150	131	43	110	97
<b>Email</b>	156	147	167	112	201
<b>Text and chat</b>	22	107	101	67	73
<b>Virtual Reference</b>	219	93	202	81	88
<b>Instructional Sessions</b>					
<b>Dinand</b>					
<b>Attendance</b>	98	98	103	142	138
<b>Attendance</b>	1,599	1,988	2,125	2,864	2,467
<b>Science</b>					
<b>Attendance</b>	33	26	32	42	126
<b>Attendance</b>	446	467	509	795	870
<b>Music</b>					
<b>Attendance</b>	18	18	17	26	14
<b>Attendance</b>	452	452	292	522	283