This year we were thrilled to finally open our renovated library space. The renovation provided beautiful views of College Creek and Hospital Point and, more importantly, created much-needed, additional study space on the library’s bustling main floor. We also installed new furniture - including high-top tables, high-back chairs with acoustic padding that reduces noise, and rolling cubes for impromptu discussions - to meet the diverse and evolving needs of midshipmen. The renovated space has been popular with midshipmen since the moment - well, maybe even a few moments before - we opened the space to them.

After the renovation, we gathered valuable evidence of how midshipmen and others use Nimitz Library through a space study that affirmed some of our perceptions about library use but also provided new insights about our users’ needs. Library staff is already hard at work implementing some short-fuse improvements, and we’re engaged in planning and discussion for longer-term projects.

Of course, insights and project plans are of little value without the funding needed to act on them, and we were fortunate to receive generous monetary donations that allowed us to pursue high-priority and overdue initiatives. The library received $150,000 from the Olmsted Foundation to purchase permanent access to online journals, allowing us to part with little-used print versions of those journals and freeing up more study space. Another donation, this one from the Class of 1980 for $1,000, allowed us to begin a project to get videos on obsolete cassettes in our archives digitized, preserved, and publicly accessible online. Donations like these - large and small - help us maintain (and even potentially expand) our collections and services to the entire Naval Academy community, including the midshipmen, faculty, staff, and even alumni.

However, AY 2021-22 was not without its challenges. Like so many other organizations, the library experienced higher-than-usual rates of staff turnover. We said goodbye to a number of colleagues this year and experienced periods of short staffing despite working expeditiously to refill positions. This resulted in the need to temporarily reduce library hours, closing on Saturdays, and opening later on Sundays and weekdays. Fortunately by the end of the year, we were on a strong trajectory toward returning to our regular hours.

This report will provide more detail on all these efforts and more. The Nimitz Library staff are proud of all that we accomplished in 2021-22 year, and are looking forward to an exciting year ahead.

V/r,
Larry
In 2021-22 the library saw a slight increase in the number of physical items checked out. However, there are still significantly fewer checkouts than were commonplace before COVID. We are watching this trend but suspect it is the result of COVID keeping midshipmen out of the library for a significant period of time combined with an increase in the number of electronic resources available to library users.

Like any library, Nimitz can’t possibly anticipate or collect everything users will need. Still, library users have come to rely on Interlibrary Loan to provide access to the resources they need. To meet those needs, our Interlibrary Loan staff work hard to borrow thousands of resources from other libraries every year and loan our resources to other libraries that need them.

Research Questions Answered

3289

Our Research & Instruction, Special Collections & Archives, and Circulation Departments responded to a total of 3,289 research questions during the AY 2021-22. See a few examples of the kinds of questions we assisted with this year.
Nimitz Library Space Study

In 2021-22, Nimitz Library staff conducted a multi-method space study. The aim of this project was to collect data - including user demographics and activities, furniture and location preferences, and midshipmen perspectives - that will inform building, staffing, and service decisions and help us ensure that the library is providing the spaces and resources that midshipmen need to develop mentally and academically. The study design included observational floor sweeps, a 30-second survey of people entering the library building, and midshipmen focus groups. The study was guided by two overarching questions:

- How do midshipmen use Nimitz Library spaces?
- How can we make these spaces more welcoming and conducive to learning?

Nimitz Library underwent a first floor renovation in 2020-21, which included major changes to spaces and furniture. This renovation project inspired the space study, as we realized how valuable usage data and midshipmen perspectives on the library spaces would be.

Key space study findings include:

- Midshipmen identify free periods during the academic day and evening study hours as the two most common times to visit Nimitz.
- Midshipmen made heavy use of the first floor at all times. By comparison, the ground floor was rarely used, and the second and third floors were only heavily used during peak times (midmorning and evening).
- The most popular reasons for coming to Nimitz Library include studying alone and getting coffee and/or food from the café.
- Midshipmen note that the first floor is good for collaboration or group work, but that the second and third floors are better for individual study or focused research.
- The biggest reported hurdle to midshipmen’s use of the library was the sheer distance from Bancroft, particularly given their busy schedules.
Nimitz Library Renovation

The library is a lively and vibrant space at the heart of the academic mission. The renovation of the library’s main floor, which was completed in August 2021, adds approximately 7000 square feet of student learning space to the library’s popular main floor. In October 2021, new furniture was installed in most of the renovated space and created much-needed additional seating for collaboration, discussion, studying, and other activities vital to the academic life of the institution. This renovation was transformative for the library and for the academy and served to better align the library’s physical space with its use and mission.

Nautilus Room

A particularly exciting aspect of the Nimitz renovation is the Nautilus Room, a new library instruction space. The room boasts two projection screens, two 72-inch monitors, and furniture that can be easily reconfigured to adapt to a variety of pedagogical needs. A wall of floor-to-ceiling windows makes activity in the room visible to anyone who enters the library. In 2021-22, librarians taught 128 instruction sessions in the Nautilus Room. The space was also used for conducting focus groups, Center for Teaching and Learning talks, team-building activities, faculty research talks, and special events such as Nimitz Nights and the Forum on Integrated Naval History and Seapower Studies lecture series. The space is also popular with midshipmen during evening study hours.

Silent Study Room

In response to midshipman requests for a silent space to study and focus, Nimitz Library staff transformed an unused classroom in a less-traveled part of the library into a silent study room. The room includes a variety of seating options including lounge chairs, tables, and study carrels, floor-to-ceiling windows, and a white noise machine to block out even the faintest of outside noises.
Bustling Library

Midshipmen, faculty, staff, and visitors are back in the building. The door count between July 2021 and June 2022 increased to 171,787, more than doubling the previous year’s number. Corresponding with the increased door count, the circulation of physical items nearly doubled from the previous year, reflecting a total of 11,317 resources utilized.

LIBRARY SERVICES

Research Assistance

Nimitz Library faculty and staff in the Research & Instruction, Special Collections & Archives, and Circulation departments responded to a total of 3,289 research questions during the AY 2021-22, a 41% increase over AY 2020-21. Research help is provided in person at the service desks, and via email, phone, and online chat. In addition, librarians held more than 300 research consultation appointments with midshipmen, faculty, and staff.

KIC Scanner and Self Checkout

One way of resuming operations with fewer staff but normal user demand was to automate some services when possible, and the library was able to make some modest technology upgrades in this area. A standalone scanner that accommodates both single pages and books replaced two aging flatbed scanners. Also a self-checkout kiosk replaced the homegrown, labor-intensive barcode scanner and Google form set-up cobbled together during the pandemic.
**Information Literacy Instruction**

Librarians taught 260 library instruction sessions - a 65% increase over AY 2020-21 - for 3,600 midshipmen. Sessions for core courses FP130: American Government (67 instruction sessions) and HE112: Rhetoric and Introduction to Literature II (45 instruction sessions) usually taken by plebes were taught by Research & Instruction librarians as a team effort, using a common lesson plan and/or materials for each course. The Department tracked information literacy instruction (IL) using a new tool this year: a form that included the recently developed IL indicators. The indicators clearly identify the skills and topics taught in a specific IL session, and are tied to the library’s IL Graduate Outcomes. See the table below for an example.

<table>
<thead>
<tr>
<th>USNA Information Literacy Graduate Outcomes</th>
<th>Area</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>A USNA graduate will use critical reasoning to evaluate the suitability of a source to meet the information need. They will recognize the purpose and authority of a source and how that affects its relevance to that information need.</td>
<td>Critical evaluation</td>
<td>Evaluate information based on relevance and context. Identify a range of information sources (e.g. scholarly, primary). Recognize that authority can change based on need and context. Select information based on authority, credibility, and utility.</td>
</tr>
</tbody>
</table>

The R&I Information Literacy Team piloted a curriculum alignment project. The project will involve liaison librarians collaborating with departments to develop integrated, discipline-specific information literacy plans. The team will be developing a toolkit to guide R&I librarians through the process.
Improving Online Support

Library staff improved the library’s FAQ feature and explored the nature of the questions that come in via online chat.

In the summer of 2021, R&I librarians evaluated the content and maintenance of the library’s FAQs. They reorganized entries by topic, added and updated content, and developed a process to collect usage data. Nimitz now has approximately 100 FAQs typically covering policies and procedures, and excluding subject area research. In order to understand patron needs and use patterns, FAQ access data is monitored monthly and aggregated by semester.

During the spring semester, R&I librarians conducted a content analysis of chat transactions from Fall 2021. They examined about 400 chats for variables like time of semester, user type, and question content. They found that midshipmen use chat mostly at night, and ask primarily research help, known-item, and interlibrary loan questions through this medium. Users who are not affiliated with USNA ask questions via chat that are usually referred to Special Collections & Archives.

The Evolving Nature of Collections

Analysis of our users’ behavior has shown us that they prefer electronic over print versions of journal articles and government publications and that they need more open space in the library for both group and individual work. This led library staff to devote significant time and resources this year on two major undertakings. The first saw the removal of print government documents that are available online from our shelves.

The second involved the removal of 1,500 volumes of journals from the collection. Thanks to a generous $150,000 donation from the Olmsted Foundation, the library purchased digital backfiles from the American Society of Mechanical Engineers (ASME) and American Chemical Society (ACS), giving us access to every issue of these organizations’ journals and allowing us to part with the now-redundant print copies on our shelves. Expect more such projects in the coming year as we apply the remainder of the Olmsted Foundation’s donation to other digital backfiles.
The Nimitz Library Equity, Diversity, and Inclusion (EDI) Committee is charged with fostering EDI in library policies, practices, programming, and services and works to create an inclusive and equitable work environment in which all personnel are able to develop to their full potential. This year, the EDI Committee led the creation of the Nimitz List, a curated list of books, films, podcasts, and other materials that align with the Attributes of a Naval Academy Graduate. The USNA community was invited to recommend materials for the list, and a working group made up of faculty, staff, midshipmen, and alumni made selections for the attributes of resilience and inclusion. The Nimitz List will be introduced to the USNA community in the fall of 2022.

New Archival Collections: Jackson & Rickover

In June 2022, the Special Collections & Archives Department purchased a significant collection of documents related to Admiral Richard Harrison Jackson, USNA 1887, which includes diaries of his wife Catherine, the daughter of Admiral William T. Sampson, USNA 1861. At the time of his death in 1971 at age 105, Jackson was the oldest US military officer and Naval Academy alumnus and saw action in the Spanish-American War, Boxer Rebellion, and World War I. Despite being retired, he witnessed the attack on Pearl Harbor, and his account was incorporated into the official report on the attack. Also during the summer of 2022, the estate of Admiral Hyman G. Rickover's widow donated a large collection of material related to the “father of the nuclear navy” and the namesake of Rickover Hall. The Naval Academy Museum received the donated materials, and is giving the 116 boxes of documents in the collection to Special Collections & Archives, where they will be arranged, described, and housed. The collection reflects not only Rickover’s naval career and work in the field of nuclear engineering, but also his interest in the field of education.

Staff in the library's Special Collections & Archives department are working carefully and expeditiously to sort through the collections, which often arrive like the portion of Rickover collection pictured above, and determine an orderly arrangement for the material, as seen on the whiteboard. Ultimately, the collections' items will be moved into acid-free folders and boxes like those on the left and described in finding aids to make them accessible for researchers.
Video Digitization

An unexpected and welcome donation from the Class of 1980 allowed Special Collections & Archives to digitize video cassettes from the late 1970s. The equipment needed to play and digitize video cassettes is rapidly disappearing, and the technology needed for these Umatic videos is extremely rare. In addition, the deterioration of the film necessitates baking in a specialized oven before it can be viewed. Digitization allows the video content to be preserved for the future and to be accessed by the public. Highlights of the new digitized content include a documentary on the integration of the academy after World War II, including full interviews with the men who were among the first black graduates, and compilations of news coverage of the first class of plebes to include women. The digitized videos have been added to Trireme, the department's digital repository. Other recent additions to the repository include:

- Approximately 2,500 official photographs from 2004
- Photographs of Harrison Ford’s 1991 visit to the academy during the filming of Patriot Games
- Videos of Forrestal Lectures by James B. Stockdale, Christine Todd Whitman, and Montel Williams
- Letters and orders by George S. Blake, academy superintendent from 1857 to 1865
- Regulations of the academy from 1869 and 1876
- Six volumes of the Officer of the Day Journal
- Three volumes of the Chaplain’s Register

LIBRARY EVENTS

Nimitz Nights

In late March, librarians held Nimitz Nights as an outreach event for the Personal Librarian Program (PLP). The PLP was implemented in 2020 to develop an intentional and targeted connection between incoming plebes and Nimitz librarians. Each research librarian serves as Personal Librarian for the plebes in 3 or 4 companies and maintains contact with them throughout the year - starting with library tours during Plebe Summer. Nimitz Nights took place over three evenings. Librarians invited the plebes from their PLP companies to drop into Nimitz, meet their Personal Librarians, and enjoy some popcorn. Many plebes came for the snacks but stayed for help with their naval history and English papers.
Postcard Exhibit

In the fall of 2021, Nimitz Library hosted a military-themed postcard exhibit in our newly renovated space. Centered around a traveling banner exhibit from Troy University, Military Service: A History in Postcards, the Marketing & Outreach Committee worked with Reference & Instruction and Special Collections & Archives to construct a physical exhibit of historical Naval Academy postcards, postcards written by plebes during their first few weeks of Plebe Summer, and a digital exhibit of postcards from the recovery of John Paul Jones's body in Paris.

Lunchtime Events

The return to normal operations brought the lunchtime events that draw midshipmen and faculty alike to the library. Various ensembles from the United States Naval Academy Band entertained the lunch crowd with programs including blues, marches, jazz, and classical pieces. In addition, the library hosted lunchtime Faculty Research Talks. Planetary defense, antibiotic-resistant organisms, and human sex trafficking prevention were among the topics discussed.

PROFESSIONAL ACHIEVEMENTS

Publications and Presentations

Borchardt, R., Bruce, S., Click, A. (2021). Are we walking the talk? A snapshot of how academic LIS journals are (or aren't) enacting disciplinary values. In the Library with the Lead Pipe. Available at https://www.inthelibrarywiththeleadpipe.org/2022/walking-the-talk/

Bryan, J. A. (2021, September 23). Researching naval history in Annapolis [Roundtable]. McMullen Naval History Symposium, Annapolis, MD


Retzlaff, E. & Durkin Ruth, K. (2022, May). Equity, diversity, and inclusion resources and applications in intro to engineering courses[Conference session]. USNA’s 7th Annual Conference on Teaching & Learning, Annapolis, MD.

Shannon Dickerson, Circulation & Interlibrary Loan Technician: During the 2021-22 year, I completed the Introduction to Resource Sharing and Interlibrary Loan course and expanded my knowledge of ILL policies, copyright, licensing, and workflows. This helped me gain a greater understanding of resource-sharing practices and ILL policies at the Nimitz Library. As a result, the USNA community has benefited by experiencing an accurate and faster return on requests for remote resources.

Kelly Durkin Ruth, Engineering Librarian: This year, I attended the American Society for Engineering Education’s (ASEE) Annual Conference in Minneapolis, Minnesota. I attended a workshop on the Basics of Qualitative Research Methods for Librarians, which will allow me to support the efforts of our department’s Data Collection & Assessment team. This experience also provided a space to discuss common challenges around collection management with fellow engineering librarians. These discussions eventually led to me proposing a pilot project for purchasing standards in support of student and faculty work.

Joice Igbinovia, Metadata Librarian: I attended the 2022 American Library Conference, which took place in Washington, DC. The experience changed how I will support the USNA community in two different but connected ways. I gained an additional understanding of the role of metadata, learning about how WorldCat displays records on the backend, and also heard about the work being done to update subject headings. This new knowledge informs how I catalog materials for the Nimitz Library collection.

Sam Limneos, Assistant Archivist, Special Collections & Archives: I presented a paper, “Development of the United States Naval Academy’s Unwritten Honor Concept, 1865-1875,” at the McMullen Naval History Symposium, which was selected as one of the best papers presented and will be published in the Symposium’s Proceedings. The experience not only helped establish my reputation as a historian, but expanded my professional network of naval and military historians, and provided an opportunity to share information about the unique materials in the USNA Special Collections & Archives.
Library Staffing: Opportunities & Challenges

The nature of academic libraries has changed more in the last two decades than in the entirety of the previous century. Collecting, cataloging, and storing has diminished as metadata, digitization, and information technology has exploded in importance. To address these changes, the Nimitz Library has replaced or transformed several older positions. In a five-year period, no fewer than nine job descriptions were modified with enhanced cross-training and/or new skill requirements and responsibilities. For example, a traditional cataloging librarian position became a metadata position focused on topics like XML and web-based linked data. The library administration continues to review and evaluate opportunities to prepare the library for the future. The ability to initiate these transformations in such a short period has been aided, in part, by staff turnover. However, turnover has also recently strained Nimitz’s ability to provide services to midshipmen, faculty, and staff. While employee separations numbering one to three per annum are typical and can be managed, from 1 Jul 2021 to 30 Jun 2022 Nimitz suffered nine retirements and resignations. This severely challenged services, training, and resources.

Library Staff Changes
July 2021–June 2022

- Ms. Janis Jackson resigned as the assistant head of circulation effective 3 Jul 2021.
- Mr. Andrew Fordham resigned as a metadata librarian effective 14 Aug 2021.
- Ms. Edith Lomax retired as a library technician effective 4 Sep 2021.
- Mr. Nicholas Martinez joined the staff as a student library aide 15 Sep 2021.
- Ms. Jianqi Chang resigned as a student library aide effective 25 Sep 2021.
- Mr. Samuel Rogers began working as the collections & acquisitions librarian 7 Nov 2021.
- Mr. Hunter Radivo joined the staff as a student library aide 6 Dec 2021.
- Ms. Linda McLeod retired as a library technician effective 31 Dec 2021.
- Ms. Christine Rheem resigned as a library technician 5 Feb 2022.
- Ms. Joice Igbinovia joined the staff as a metadata librarian 17 Jan 2022.
- Ms. Sanabia Sinal joined the staff as the assistant head of circulation effective 14 Feb 2022.
- Dr. Fanuel Chirombo joined the staff as the electronic resource librarian 27 Mar 2022.
- Mr. David D’Onofrio resigned as the special collections librarian effective 9 Apr 2022.
- Mr. Nicholas Martinez resigned as a student library aide effective 28 May 2022.
- Ms. Sanabia Sinal resigned as the assistant head of circulation effective 4 Jun 2022.

Service Awards
Congratulations and thanks to Dr. Jennifer Bryan, Head of Special Collections & Archives and Academy Archivist for 20 years of service.